MARCH 1952

The Office

Magazine of
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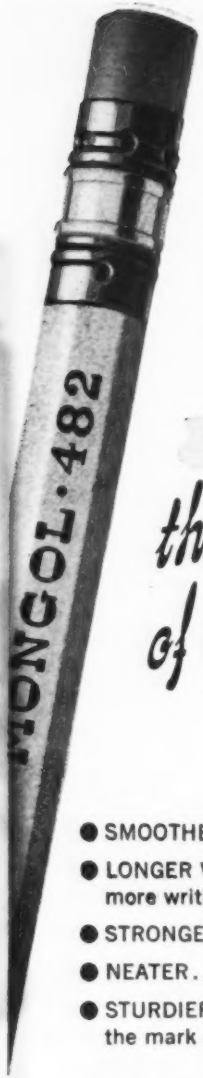

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WILLIAM SCHULHOF, *Publisher*

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CIRCULATION OF THIS ISSUE OVER 26,000 COPIES

Washington Independent Grocers' Punched Card Order System

BEATRICE MILLER

A MACHINE now gives member retailers a better and more comprehensive picture on each item ordered from District Grocery Stores Inc., Washington, D. C. Providing a description of the item, size, cost of carton, sales price per unit, OPS markup according to store locality and competitor's price, the new invoice is a further step along the way toward greater efficiency and savings in mechanized order-filling procedures. It furnishes the 265 DGS member retailers with a service they might get in no other way. The new invoice supplies, moreover, the accounting department simultaneously with actual cost and margin between cost and selling price on each item.

The new invoice was an outgrowth of catalog ordering first installed in 1942 when the short labor market compelled new approaches to order filling at the DGS warehouse. Under the old setup a staff of seven at the warehouse took orders over the telephone from the member retail stores and priced as they went along, from memory or price book. Three clerks checked extensions and verified prices. The handwritten order went to the warehouse for filling where items were located by memory. A duplicate or member's copy went out with the delivery. Credit had to be issued where errors occurred, and mailed to the members.

With the installation of IBM machines, catalog ordering was introduced. A catalog of grocery, canning and tobacco items prepared weekly at the warehouse was mailed to all member stores. Retailers made up orders of

Hilda Wade pulling tabulating cards of items ordered by a member retailer. Cards are then placed in machine with member's heading card and his invoice is printed.

Edythe Bowders prepares to print the District Grocery Stores' weekly catalog on a tabulating machine.

items wanted and mailed their orders back to the warehouse where the tabulating machine operator pulled cards corresponding to the item. The cards were then placed in the machine with the member's heading card and an invoice run off showing the member what he was getting. This system prevails today.

The catalog is itemized numerically, the cards are arranged numerically, the floor of the warehouse is laid out numerically. Warehouse items are thereby located at once. Items are checked against invoices and upon delivery members receive a printed invoice. The original is filed, duplicate goes to the member and triplicate to the accounting department. There is no need for price checking since it is already done. Credits are written up as they occur.

There is a greater feeling of confidence in the accuracy of a printed invoice than in the former handwritten one. In addition, the vital information that the new invoice includes further reduces price errors and keeps retailers on their toes with regard to the current market.

The savings in order-taking personnel alone run somewhere between $10,000-$15,000 yearly. Highly qualified personnel formerly had to man the telephone order-taking staff of seven who were flanked by three checkers. Four operators and a supervisor now handle

173	--CS	24	TIDE	G	703
174	-OUT	60	TIDE	M	
175	-OUT	4	DREFT GIANT		
179	--CS	24	DREFT	G	703
186	--CS	24	IVORY SNOW	G	703
188	--CS	60	IVORY SNOW	M	703
192	--CS	24	IVORY FLAKES	G	703
194	--CS	60	IVORY FLAKES	M	703

A section of the catalog, printed on a tabulating machine, from which member retailers order their merchandise.

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all order-taking and stock control records.

Buying practices changed as the machine yielded sales information not available before. Sales analysis reports show how each item is moving by the week revealing mistakes in overbuying and underbuying. In some cases buying of items once a month was revised to twice a month. Flakorn is an example: formerly bought in 250 case lots to cover a 2½ week supply, it is now bought in 100 case lots that take care of a weekly turnover. A buying card indicates when items are to be replenished. Maximums and minimums have been established on all items after close study of the sales figures over a period of time.

"The control system has taken the guesswork out of buying. Buying is evener without the peaks and valleys we used to have," stated Jack Levine, advertising manager and buyer, who recalled pre-installation days and going out to the warehouse at the beginning of the year when a supply of Campbell's Tomato Soup was to be bought. The buyer would try to recall what was bought the year before and how much would likely be needed for the coming year. "If we overlooked a pile and did not count it, and found ourselves overbought, we'd blame the supplier." District Grocery Stores Inc. now knows at any time the size of inventory on each item and overall inventory.

"The savings through improved buying and greater ease in filling orders cannot be estimated," commented Mr. Levine. "We look forward to even greater savings through increased efficiency as other departments are put on the machine in time. The full potentialities of the machines are still to be explored."

It took six months to install the system. Warehouse reorganization and the hiring of qualified supervision in the warehouse posed the prime problem. Reeducating the member retailers to order by catalog and code number rather than by item and telephone raised an-

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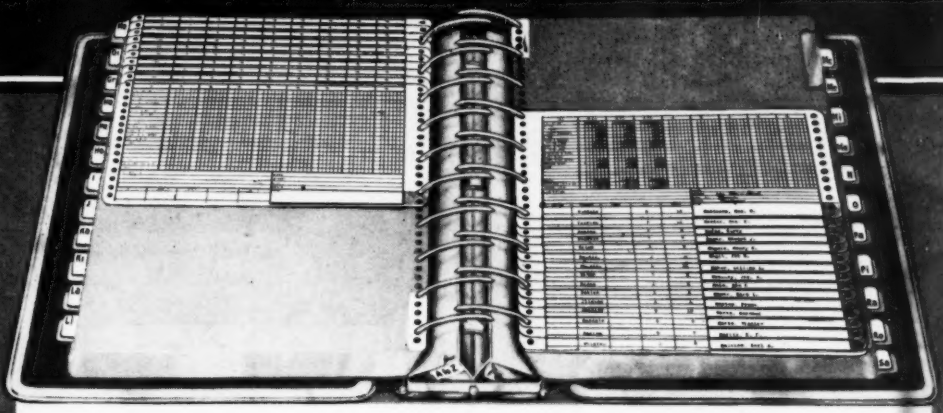
Flat Opening SHIF-DEX VISIBLE RECORD BINDER



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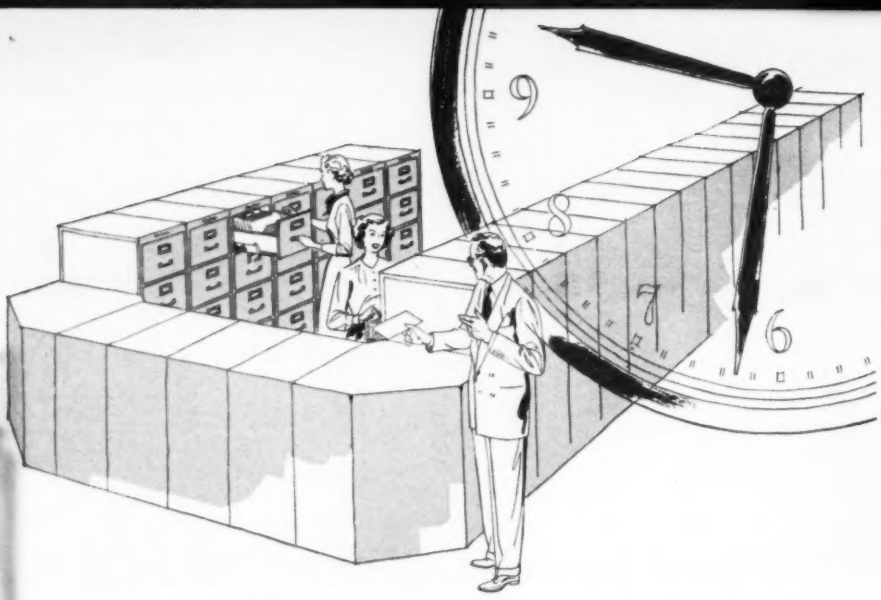

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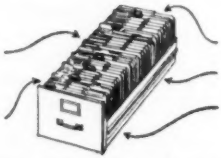

"Time-engineered" even in its streamlined physical make-up.

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other problem. Cooperation was won on catalog ordering but ordering by code number has never been successfully solved. Item ordering persists.

"Our members are independent owners of their stores and do not feel it necessary to comply to a request that may involve a little more time," explained Mr. Levine. However, the new invoice performs a service hitherto not given them. They now have price records per item right before them on OPS and they now know at all times what their competitors are doing.

How Office Plans a Blood Donor Program

ARTHUR R. PELL
Personnel Manager,
North Atlantic Constructors, New York.

THE first step in arranging for a business group blood donation is to obtain the consent and cooperation of top management. In some firms, time off from work is given for this purpose. Once permission is obtained, a committee to coordinate the campaign should be appointed. One representative in each department may be assigned to the recruiting in his section. The office manager or personnel manager is usually given the responsibility of overseeing the entire drive.

To publicize the drive, appropriate posters should be placed in strategic places. Bulletin boards may be utilized by posting pictures and notices.

Simultaneously a circular, or better still, a letter signed by the general manager, office manager or personnel manager may be sent to each employee explaining the need for blood, the plan of your campaign, stating when and where the donations will take place, whether time off will be allowed, and other pertinent data. Here also any limitations on elegibility for donating blood should be enumerated. For example, a person over 59 years old will not be accepted, nor will a person with a his-

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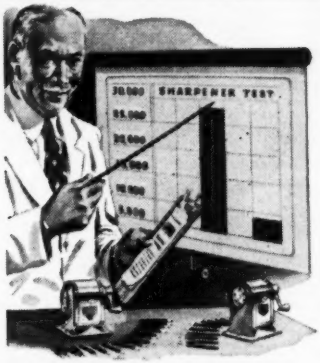
Calculators

tory of jaundice or one who has had a recent illness or operation. Persons who have had malaria within the past two years are not acceptable. Minors from 18 through 20 must have written permission from a parent or guardian on an official release form. Otherwise any person in good health can safely donate a pint of blood. A good idea is to print on the bottom of the letter or enclose with the letter a form whereon the employee can indicate his desire to participate and note any time preference he may have.

To obtain best results this letter should be followed up by personal approach by committee members. Many persons will hesitate to volunteer unless their doubts are alleviated by answers to their questions and from discussing the matter with persons who have already given blood. It is important to remember that this is a voluntary matter and no coercion should be used. Managers should beware of over-zealous committeemen or women who may cause ill will by high pressure recruiting methods. This can be prevented by careful orientation of the committee prior to the drive. Although a large turnout is desired, persons who have objection to giving blood should never be made to feel that they have displeased management.

A final method of follow-up may be the publication of the donors' names in the house organ or posting them on the bulletin board. Publication of the names will show persons in doubt that many others are volunteering and relieve their qualms about this new experience inasmuch as they will share it with friends.

The committee chairman or manager in charge of the drive will then make the final appointments for each of the volunteers with the local chapter of the Red Cross. Some chapters will send a mobile unit consisting of a doctor, nurses and all necessary equipment to any office or plant where the number of donors is large enough. About 150



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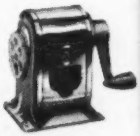

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In our office, 70 persons volunteered. Appointments were made for groups of

Some offices allow time off and provide transportation to the Blood Donor Center.

five at a time and the firm's automobile was used to transport the donors to and from the center.

Many groups which participate in blood programs take advantage of this opportunity to build up a blood savings account. This plan is made available to groups by many regional Red Cross offices, operated on the principle of allowing a group to be given credit for a portion of the number of pints of blood donated by the group. In case a member of the group or a member of his immediate family needs blood at any

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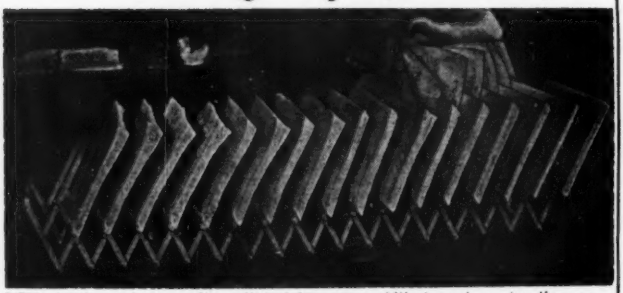
Office employee blood donor assisted by Red Cross volunteer nurses' aides.

time, he may draw on the group's credit to replace the hospital blood given to the member on a pint-for-pint basis. Details of this plan may be obtained from the local Red Cross chapter. If a blood savings account exists or if it is the desire of the group to start one, it must be specifically stated in advance how much will be designated for the armed forces and how much for the group savings account. At least 50% must be assigned to the services due to their great need at this time.

Office or plant blood drives are an excellent source of much needed blood for the Red Cross today. Management is doing a patriotic service by conducting such drives. They are also contributing to the morale and esprit de corps of the company by bringing out the feeling in their employees of participating as a unit in a worthwhile cause. The need for blood is great. The management of every office or plant should give some thought to this need.

Rx for Work Jams Aggravated by Acute Shortage of Office Help:

Use Evans Gathering Racks



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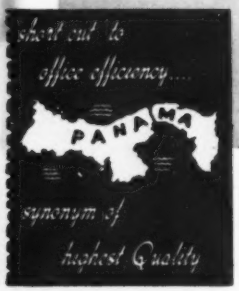

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Bates Manufacturing Co., Orange, N. J. • N. Y. Offices, 30 Vesey St.

Bates Numbering Machines | Staplers List Finders | Perforators Eyeletors, etc.

THE BATES MFG. CO., 30 Vesey St., New York 7, N. Y.

Dear Sirs: I would like more information on the BATES ELECTRIC STAPLER.

Name.....Position.....

Company.....

Address.....

City.....Zone.....State.....

My stationer is.....

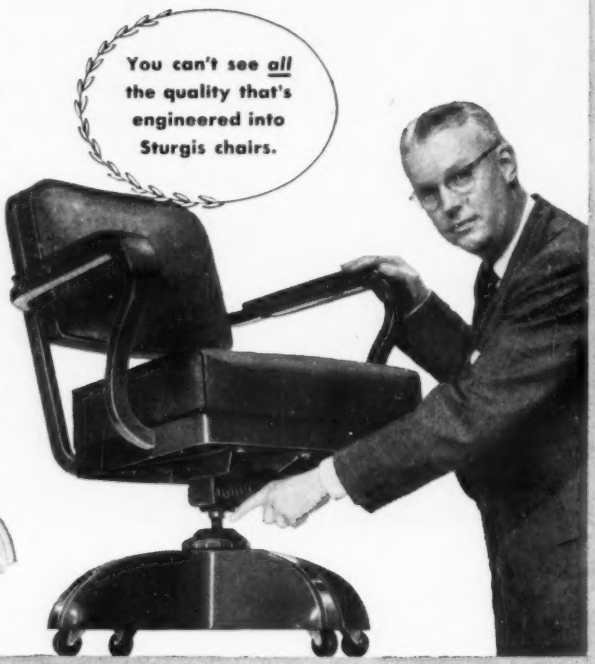
Address.....

Who ever thought of burnishing the spindle bearing on a chair? *We did!*

Before burnishing. In time the ridges, high spots and burrs would wear down under the action of the spindle. Result: a short and wobbly life.

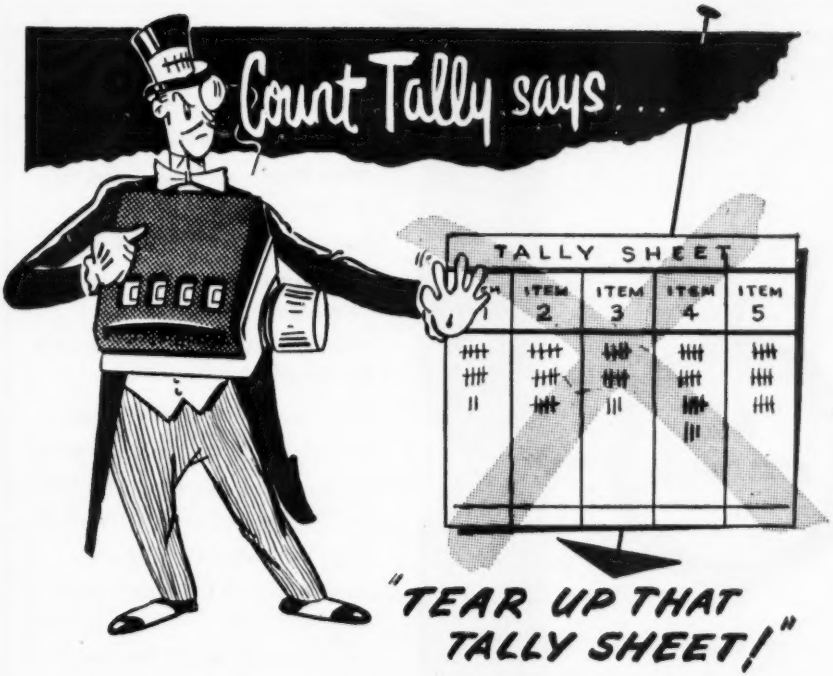
After burnishing. Hard, smooth and perfectly round. Micro-tolerance fit for entire length of spindle. Result: longer life and no wobble.

Perfect fit for the entire length



Sturgis
POSTURE CHAIRS
The Sturgis Posture Chair Company
Sturgis, Michigan

The spindle bearing on a Sturgis swivel chair looks like the inside of a shotgun barrel. It's burnished to a hard smoothness that accommodates the spindle with micro-tolerance fit. Such perfect fit of spindle and bearing is the key to smooth swiveling, *without wobble*, for as long as a Sturgis chair lasts—and that's a long, long time.



The accurate tabulation and segregation of important Figure Facts is vital for successful operation. Don't rely on slow, old-fashioned, cumbersome and inaccurate methods. Do as thousands are now doing—Keep Count the MODERN DENOMINATOR WAY!

Made up in machines from one to 180 units to meet specific requirements, the Denominator counts, tabulates and records with accuracy! . . . and it's compact! One unit fits comfortably in the palm of your hand.

For detailed information, without obligation, write Dept. 5-O.

THE *Denominator Company*, INC.

261 BROADWAY, NEW YORK 7, N. Y.

Manufacturers of Tabulating Machines for over 35 years

14 reasons

Multiplies, divides, adds and subtracts **fully automatically.**

Gives credit balance **automatically.**

Prints all elements of calculations for permanent record.

Gives ready identification of results.

Permits **combined operations**—without repeating entries.

Requires **less than 20 minutes'** operator training period.

Has a **separate** multiplication keyboard.

Multiplies by **automatic short-cut method.**

Divides **automatically** with printed record of dividend, divisor, quotient and remainder.

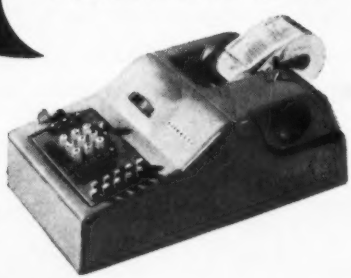
Prints sub-totals and totals in **red.**

Requires only **one** key stroke to obtain sub-total or total.

Permits entry of two or three ciphers with only **one** key stroke.

Has **both** non-add key and clearing key electrified.

Guards against mistakes by **locking entire keyboard** when incomplete key stroke is inadvertently made.



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14/51

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Olivetti Corporation of America • 580 Fifth Avenue, New York 36
(over 270 sales and service points throughout the United States)

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TEMPO "700" INK

The *First* High-Speed, Quick-drying ink recommended for both open and closed-cylinder stencil duplicators.

Holds its place in the cylinder even at highest speeds. Costs no more than ordinary inks. Try it in *your* Duplicator.

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Tempo Film Stencils . . . for the kind of copy *you* want.

Tempo "500" Ink . . . for that press-printed finish.

Tempo Electric Duplicator . . . Today's most progressive advancement in office printing.

TEMPO
REG. U.S. PAT. OFF.
STENCIL
DUPLICATING PRODUCTS

Milo Harding Company

ESTABLISHED 1904

434 West Pico Boulevard

Los Angeles 15, Calif.

. . . and now the KEY-LOCK!

The Customer's always right.

For instance there are key-drive Calculator users who favour a Machine with key-lock mechanism.

So—**PLUS** Machines are now available with or without a key-lock, and the Customer can have whichever he prefers **at exactly the same price.** This is just another example of the Service you will always get from

PLUS COMPUTING MACHINES INC.
5 Beekman Street
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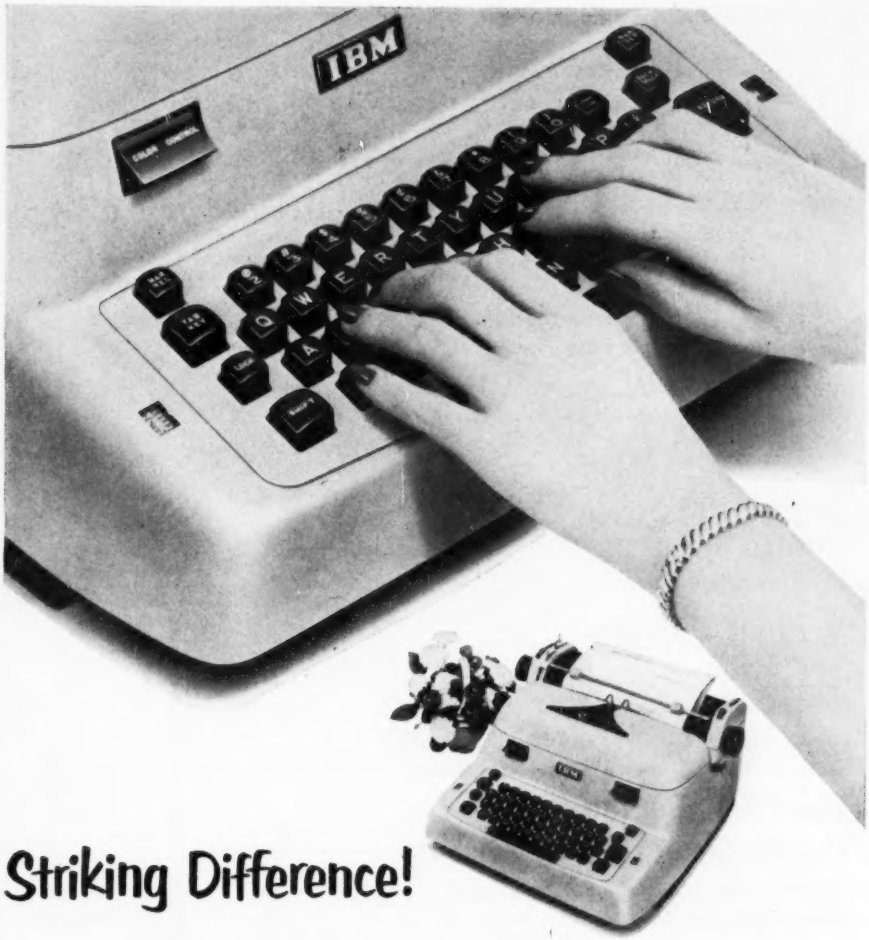
Sole Distributors in U.S.A. of PLUS Adding and Calculating Machines on behalf of the Manufacturers

Bell Punch Company, Limited
39 St. James's Street
London, S.W.1

PLUS MODEL ADDING-CALCULATOR
Nº 909/CQ



Striking Difference!

How easily and effortlessly you type on an IBM Electric! No pounding the keys . . . you use only the lightest touch of your fingertips.

Everyone will notice the exquisite appearance of your typewritten work. With an IBM Electric, every letter is clear . . . and consistently beautiful. An IBM is energy-saving, time-saving, money-saving, too!

Doesn't it strike you that you would like the letter-perfection of an IBM?

For a descriptive folder, write IBM, Dept. OF-1, 590 Madison Ave., New York 22, N. Y.

IBM *Electric Typewriters*

INTERNATIONAL BUSINESS MACHINES

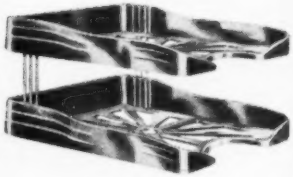
Great NAMES IN INDUSTRY . . .
CHOOSE *Great* DESK TOP EQUIPMENT!

BERT M. MORRIS CO. is *foremost* in the field of *matched* Desk Top Equipment.

The complete setting shown—pen set, memo pad, letter tray, ash tray, and phone rest, retail for less than you would expect to pay for one fountain pen set.

MORRISTRAY—One of the most functional letter trays on the market. Extra sturdy, two point suspension allows quick, easy access from the entire front and both sides. Available in either letter or legal size, tiers may be quickly added—removed—or combined.

THERE IS NO SUBSTITUTE FOR QUALITY. *All Morris writing sets are equipped with iridium tipped points and each point is tested and approved at factory for writeability.*



AVAILABLE IN—GREY—BRONZE—WALNUT—MAHOGANY and GREEN

Desk Top Package Deals—$100 and $200
Inquire about the surprisingly low cost of matching your desk with these items.

FOUNTAIN PENS—an efficient and economical pen set with "thread-in" point section. A real time and money saver in any office.

BOOK ENDS—at last—inexpensive book ends to match modern office furniture.

MEMO PADS—available in two types. With jewelers bronze bar that drops as paper is used, or standard box style.

MORRISET—The constant flowing, finest all-round writing implement. Holds a *full 2½ ounces of ink.* Choice of 5 quickly replaceable "thread in" points—extra fine, fine, medium, broad, stub.

ASH TRAY—A real He-Man ash tray. Glass lined, perfect for any desk or conference table.

BERT M. MORRIS CO.

Dept. O-3, 8651 West Third Street
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GRIME DOES NOT PAY!

It doesn't require the services of Scotland Yard to solve the smudgy duplicating carbon case . . . any enlightened secretary knows that

the new QUEEN "protect-o-coat" spirit duplicating carbon papers

safeguard hands and clothing!

Coated by an extraordinary process for smear-freedom, "protect-o-coat" is perfect for long runs, giving truly sharp, clear copies.

Ask your boss or purchasing agent to get some free samples of "protect-o-coat" today—available in flat sheets or master unit forms, plain or pre-printed.

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RIBBON & CARBON CO., Inc.
128 Wythe Ave., Brooklyn 11, N. Y.

Manufacturers of: INKED RIBBONS, CARBON PAPERS, MASTER UNITS, CARBONIZED ROLLS, SPIRIT and HECTOGRAPH DUPLICATING CARBONS

FACTORIES: Brooklyn, New York • Chicago, Illinois • Atlanta, Georgia

Reports! Invoices! Letters! Orders! Drawings!

COPY THEM AT NEW LOW COST

with the Desk-Top OZAMATIC

The compact new OZAMATIC machine makes *direct copies* of anything typed, written, printed or drawn on ordinary translucent materials!

You'll find time-saving uses in every department for the high-quality, low-cost Ozalid process entirely self-contained in the streamlined OZAMATIC desk-top machine!

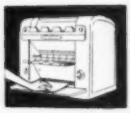
You can make copies up to 16 inches wide, any length, at speeds up to 30 feet per minute. Your first copy is ready in seconds, or you can have up to 1000 letter-size copies an hour at less than 1½¢ per copy.

Send the coupon today for full details on the OZAMATIC—or call the Ozalid distributor listed in the classified section of your local telephone book.

OZALID, Dept. OF-4,
General Aniline & Film Corp.
Johnson City, N. Y.
Gentlemen: Please send me complete information about your OZAMATIC machine.
Name .....
Company .....
Position .....
City ..... State .....

Savings are Simple with the OZAMATIC!

1 Just Feed in the Originals



No Retyping, No Stencils, No Negatives . . . No Darkroom . . . No Messy Inks!

2 Clean, Dry Copies Instantly

No Proofreading . . . No Smudge or Distortion . . . No Waiting!

ATTENTION: EXECUTIVES!

In order handling Ozalid can speed your work and save you money. Here's how Ozalid does this for others.

A Wholesale Hardware Firm* has one girl process 1,000 bills a day—nine times as many as ever before.

A Radio Station* has one clerk prepare bills in three hours. Formerly, two clerks needed 28 hours.

A Dairy* has one girl prepare customer invoices in two days. Before installing Ozalid, this same operation required *twelve* girls for two days.

A Department Store* pays bills same day merchandise is received—cashes in on special "anticipation" discounts.

**Names and details on request.*

Cut Copying Costs . . . Use

OZALID®

Johnson City, N. Y. A Division of General Aniline & Film Corporation. "From Research to Reality."
Ozalid in Canada—Hughes Owens Co., Ltd., Montreal.

Do murky figures keep you in a haze?

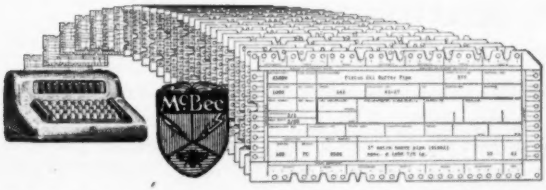
OPERATING REPORTS that are thick as gumbo can land *you* in the soup.

Dispelling the mist to reveal today's situation and spot developing trends requires facts—accurate facts, complete facts, up-to-the-minute facts. But it *needn't* require expensive, complicated systems or extra personnel.

With present personnel, *without* costly installations, McBee Keysort cards and machines provide accurate and useful management controls at less cost than any other system. When notched, the pre-coded holes along the edges of each Keysort card make it easy to *collect* a wealth of data . . . *classify* it . . . *summarize* it . . . *file* it . . . *find* it . . . *use* it . . . quickly and accurately.

Inventory facts, cost-accounting figures, payrolls – all kinds of facts and figures – come through with a minimum of fuss when Keysort is helping out.

The trained McBee man near you will tell you frankly whether or not McBee can help you. Ask him to drop in. Or write us.



Sole Manufacturer of Keysort—The Marginally Punched Card

THE McBEE COMPANY

295 Madison Ave., New York. Offices in principal cities. McBee Co., Ltd., 11 Bermondsey Rd., Toronto 13, Ontario.

MULTISTAMP
STENCIL DUPLICATOR

Reg. U. S. Pat Off.

MANUFACTURED ONLY BY THE MULTISTAMP COMPANY, NORFOLK, VIRGINIA

OVER 30 YEARS

No. 1 — RUBBER STAMP AND SHIPPING TAG SIZE

9.50 f.o.b. factory

COMPLETE OUTFIT

Durable case includes 25 stencils, ink, ink brush, stylus pen, writing board, illustrated instructions.

THE ORIGINAL HAND STAMP STENCIL DUPLICATOR

Prints on Postcards • Shipping Tags • Labels
Boxes • Cartons • Packages
ALSO FORMS, BULLETINS, MENUS, LETTERS

Fast, economical, accurate way to make copies. PRINTS 1000 OR MORE CLEAR COPIES FROM ONE STENCIL, ONE INKING. Simply type, write, trace or draw on stencil, snap it on, and print on postcards, boxes, cartons, tags, labels. . . . much like using a rubber stamp. NO moving parts, of non-corrosive METAL, lasts indefinitely. Replaceable ink pads. With supplies in handy, durable case. 8 complete outfits, $9.50 to $99.50. Write for FREE FOLDER.

AT YOUR OFFICE OR SHIPPING ROOM SUPPLY DEALER

TIFFANY STANDS *Alone*

for FINEST QUALITY CONSTRUCTION
GREATEST OPERATOR EFFICIENCY
LOWEST ANNUAL COST

These are office machine stands that are really built to do the job. The many unusual features include the adjustable open top; 1/8" thick roll-formed, deburred edge, angle and channel steel construction; drop leaf that attaches to either side in high or low positions.

MODEL "S"

MODEL "S-BILLER"

Tiffany Stands provide safe, sure foundations for all makes and all types of business machines.

At better dealers everywhere.
Illustrated literature on request.

MODEL "SS"

TIFFANY STAND CO.
POPLAR BLUFF, MISSOURI

There is no other Carbon Paper like

METALLIC-BACK FLAGSHIP

that's why it builds Repeat Sales for you!

Your customers may buy FLAGSHIP for its competent look, but what brings them back is the way it performs. They find it is easy and clean to handle, that it reproduces with "top copy" sharpness and outworks ordinary carbon papers. Then when they're ready for more, the same patented metallic plating that attracted their attention in the first place, guides them back to you. For only from you can they get "the carbon paper with the metal back." Exclusive FLAGSHIP, you see, is sold only through franchised dealerships. A few territories are still open. A note, a postcard or a wire will bring you the whole story of this wonderful new product and the entire Allied line of profit-producing carbon papers and ribbons. Address Dept. B.

- **Flagship is curl-proof, not just curl-resistant**
- **Flagship's metallic back means extra wear, easier handling**
- **Flagship makes sharp, permanent copies**
- **Flagship allows smudgeless erasures**

ALLIED **CARBON AND RIBBON MANUFACTURING CORPORATION**
General Offices and Factory: 165 Duane Street, New York 13
Western Office & Warehouse: 1629 So. B'way, Los Angeles 15

QUALITY SHOWS UP ....IN SALES

RONEO

Roneo sells for almost **HALF THE PRICE** of most comparable machines

YOU CAN SELL THE FEATURES THAT SELL RONEO

MODEL 500

LIST PRICE $690

RONEO Sells Faster . . . because RONEO has More to Sell!

Your customers will love the precision workmanship, the precision results that RONEO offers. Not only does RONEO cost less, it also saves in day to day running, both in ink and paper. Imagine running a second color with close registration, and being able to set up that second color in just 20 seconds. Demonstrate the quality RONEO features and watch the sales roll in.

- PRINTING PRESS PRECISION
- TOP-END STENCIL RELEASE
- LEAK-PROOF CYLINDER
- ECONOMY OPERATION
- 20-SECOND COLOR CHANGE
- STREAMLINED DESIGN

OTHER RONEO MODELS

MODEL "150" Hand operated, paper size to 8½" x 14".

MODEL "POLICY" Automatic, paper size to 18" x 14".

EXCLUSIVE U. S. DISTRIBUTORS FOR
Addo-X Adding Machines
RONEO Mimeo Machines
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PHONE: CI 5-6940

ADDO MACHINE CO., INC.

145 WEST 57th STREET • NEW YORK 19, N. Y.

FINER MATERIALS for BETTER PRODUCTS

DOMESTIC IMPORTED

Quality materials and supplies for
Carbon and Ribbon Manufacturers

TYPEWRITER RIBBON FABRICS

Fabrics that have been specially designed
and woven to produce really better ribbons.

Möller Products Corp.

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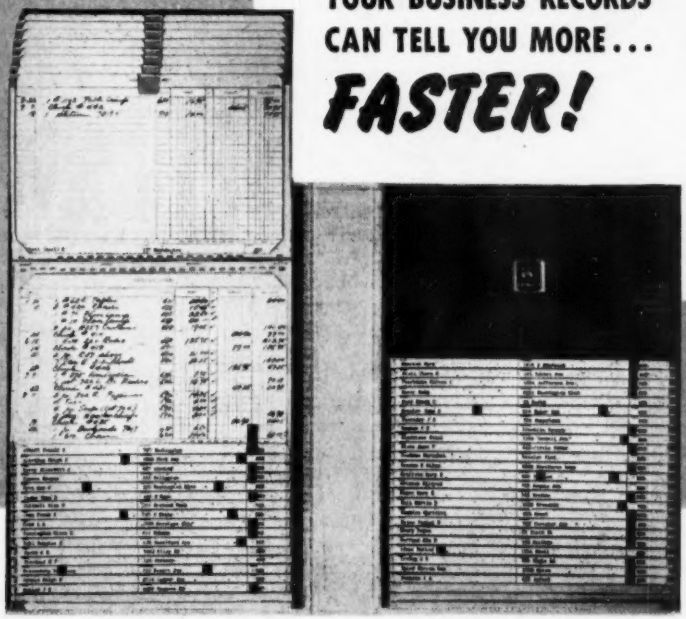


YOUR BUSINESS RECORDS CAN TELL YOU MORE . . .

FASTER!

VICTOR BOOK VISIBLE

CHECK LIST FOR EFFICIENCY

- **SPEED OF REFERENCE**
  Review accounts at a glance
- **EFFORTLESS POSTING**
  Cards need not be removed
- **FACTS AT A GLANCE**
  Signals make facts 'pop-out'
- **PROTECTED MARGINS**
  Transoloid keeps indexes clean
- **EASY SHIFT POCKETS**
  One or many, easily changed
- **TITLE INSERTS**
  Allow direct transfer of cards

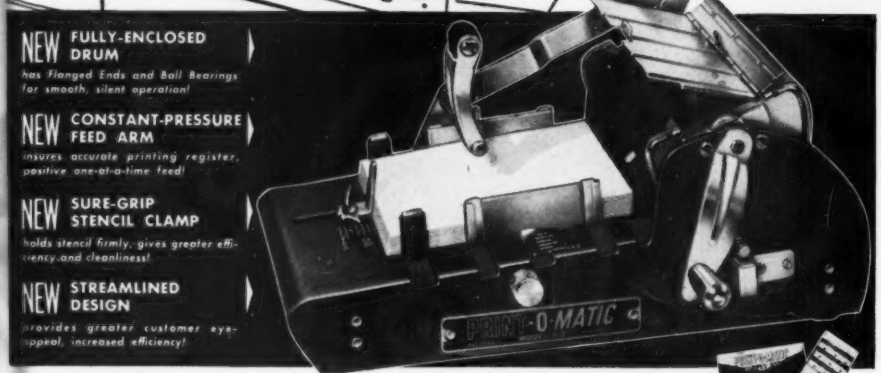
Yes, with Victor Book Visible your vital business records can give you pertinent facts in as little as half the time spent getting this same information from blind-filed records. No matter what your record problem: stock, ledger, sales, production, or any other . . . Victor Visible will solve it quickly and economically, and eliminate lost motion, lost facts, and lost time. Your local stationer is a Victor dealer and is prepared to tell you the complete story, SEE HIM TODAY OR WRITE VICTOR FOR DETAILS.

VICTOR

THE VICTOR SAFE & EQUIPMENT CO., INC.
North Tonawanda • New York

Now! Important New Features make PRINT-O-MATIC BETTER THAN EVER!

at no increase in price!



NEW FULLY-ENCLOSED DRUM
has Flanged Ends and Ball Bearings for smooth, silent operation!

NEW CONSTANT-PRESSURE FEED ARM
insures accurate printing register, positive one-at-a-time feed!

NEW SURE-GRIP STENCIL CLAMP
holds stencil firmly, gives greater efficiency and cleanliness!

NEW STREAMLINED DESIGN
provides greater customer eye-appeal, increased efficiency!

NEW MODEL A-2 PRINT-O-MATIC

AUTOMATIC, SELF-FEEDING, CARD-SIZE MIMEOGRAPH PRINTER

Hundreds of Money-Making, Money-Saving Direct Mail Uses for every business — every organization.

The world's biggest LITTLE MONEY MAKER

The BEST has been made even BETTER! Improved Model A-2 PRINT-O-MATIC brings you new opportunities for fast turnover and BIG profits.

PLUS ALL the regular features that have made Model A-2 Print-O-Matic "the world's biggest little money maker": Prints perfectly on thinnest paper or heavy cardboard . . . any size from 3" x 5" index card, U.S. Government post card, up to 4" x 6" . . . more than 2,000 copies per hour . . . clear, legible, professional work . . . up to 4 colors with replaceable, easy-to-clean drums. Attractive Print-O-Green hammertone finish. Moving parts of hardened steel for long wear.

Print-O-Matic makes your selling job easy with FREE advertising, counter displays, literature, and other promotional materials. Stock up now . . . "help yourself" to more sales — bigger profits!

RETAIL PRICE
COMPLETE WITH SUPPLIES
STILL ONLY
$15.75 (Fed. Tax Incl.)
Unconditionally guaranteed

NO EXTRAS TO BUY!
Everything your customer needs furnished with each machine.
CALL YOUR JOBBER
or Write Direct TODAY!

THE *Print-O-Matic* COMPANY, INC.
Merchandise Mart • Chicago 54, Illinois
Pioneers in New and Better Stencil Duplicating Equipment

5 WAYS TO RECOGNIZE A GOOD EXECUTIVE

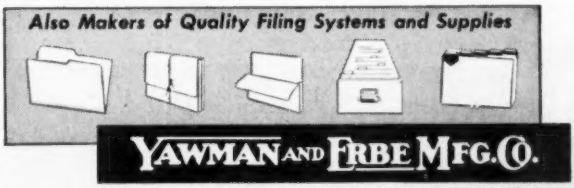
No two top-notch administrators look alike . . . dress alike . . . work alike. But when you see a man who fits a certain pattern, the chances are you're looking at a good executive. Here are some ways to spot him:

1. He likes to use other men's heads as well as his own . . .
2. Gets a kick out of accomplishment . . .
3. He knows how to pass the ball to his subordinates . . .
4. He keeps several pots boiling at once without confusion . . .
5. Has an office that helps him do all these things better . . .

"Y and E" equipment does two things for an executive: 1. Gives him an office that *looks* attractive. 2. An office that makes it *easier* to be efficient. Both are important—one helps him sell himself and his ideas; the other helps him get things done.

"Y and E" offices are designed for success.

Also Makers of Quality Filing Systems and Supplies



YAWMAN AND ERBE MFG. CO.

1020 JAY STREET • ROCHESTER 3, N. Y., U. S. A.

MARK OF SUCCESS

IN THE NATION'S LEADING OFFICES SINCE 1880

...how can I get cleaner neater work from my spirit duplicating machine?

ROSE Research brings you the answer...

You, too, will find "Sta-Clean" Spirit Carbons and Master Units* turn out better work on any duplicating machine. You get clean, sharp impressions, longer runs, complete freedom from staining, bleeding and offset. No soiling of hands or clothing, thanks to our protective metallic coating and Gold Sealed edges.

Remember, Rose specializes *exclusively* in Duplicating Carbons and Master Units. Rose research means dependable *laboratory-tested* products which have repeatedly established new performance standards in the field of spirit duplication.

You follow the leader—when you specify "ROSE"
**Available in Black, Blue, Purple, Red and Green*

ROSE RIBBON & CARBON MANUFACTURING CO., INC.

GENERAL OFFICES AND FACTORY . . . HARRISON, N. J.

for the "up and coming" young men in your office...

COSCO

"Finger-Lift" Executive Chairs

The COSCO "Finger-Lift" Executive Chair brings true custom-built comfort, convenience, and styling into your office *. . . and at prices which only COSCO's mass-production facilities could make possible!*

Six easy adjustments made without tools—more than any other comparable chair—fit this COSCO chair to the individual's own physique, his own work habits, and his own ideas of comfort . . . he works comfortably, efficiently, in "his" chair.

Tubular steel construction; all-steel, saddle-shaped seat, cushioned with foam rubber latex. Seat, backrest and armrests upholstered in "Fabrilite"—green, brown, maroon, or gray. Bonderized, baked-on enamel finish in gray, brown, or green, or chromium finish. At leading office furniture stores. Ask for a demonstration.

HAMILTON MANUFACTURING CORPORATION
COLUMBUS, INDIANA

Also makers of famous
COSCO Household Stools, Chairs and Utility Tables

Model 17-A COSCO "Finger-Lift" Executive Chair, $48.45 ($50.95*). Also available without arms (Model 17-T) $43.25 ($45.25*).

Also—COSCO "Finger-Lift" Secretarial Chairs with fixed back, $29.95 ($31.25*). With spring back $31.95 ($33.45*).

Also—COSCO "Form-Fit" Side Chairs, with arms, $29.25 ($30.55*). Without arms $23.95 ($25.25*).

*Price for Florida, Texas and Western states.

COSCO

Office Chairs

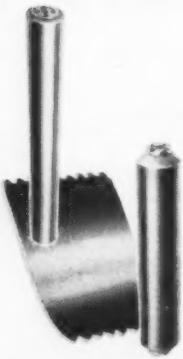
Good seating . . . in good taste . . . is good business

EXTRA DURABILITY AT NO EXTRA COST

MERCURY PRODUCTS

MERCURY-LITH ROLLERS AND BLANKETS
for Multilith printing machines

MERCURY-GRAPH ROLLERS
for Multigraph duplicating machines



These rollers and blankets are built exactly like the ones we make for huge printing and offset presses in the nation's foremost plants. We use the same materials, same workmanship, same high standards. That means they outwear ordinary accessories for multilith or multigraphing equipment—yet they cost no more.

RAPID ROLLER COMPANY

D. M. RAPPORT, Pres. Federal at 26th Street CHICAGO 16

IN THE FINEST OFFICES . . .

Crest LINE OF COURSE

This is the compelling sales idea for 1952 which Security Steel Equipment Corporation is using in its 1952 business publication advertising.

Reproduced on the left are the first three of a series of twelve ads which will be seen over 4,700,000 times in 1952; backing the sales efforts of Security Dealers nation-wide.

Crest LINE

A LINE TO BUILD ON Security STEEL

SECURITY STEEL EQUIPMENT CORPORATION

AVENEL, NEW JERSEY

Greetings from Sengbusch

on our

Golden Anniversary

— from the line that's good as gold,

the line that means money in your pocket

New DePENdable desk fountain pen sets and beautiful Handi-Pen desk sets for easy, effortless writing. A complete line of moisteners to fit any need. Time-saving Kleradesk. Heavy-duty Cata-RacK for catalogs and books. All these aids and more too make up the Sengbusch line.

Sound design and attractive styling make them easy to sell. We also supply sales aids free of charge — circulars, blotters, display cards, etc. Turnover is fast and highly profitable.

Now is the time to stock the entire line of Sengbusch efficient, time-and money-saving office aids. Mail your order today and get set to make yourself some money.

Sengbusch **SELF-CLOSING INKSTAND CO.,** 1232 Sengbusch Bldg., Milwaukee 3, Wis.

-it's Nylon

Discriminating Stenographers are switching to Klean -Write NYLON Typewriter Ribbons

This amazing new weave of Nylon has outstanding absorbency, will stand more pounding, both on electric and manual typewriters, than any other material—barring none.

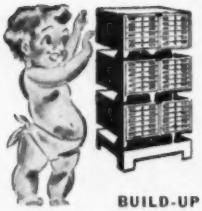
Write today for exclusive dealership

FRANKEL MANUFACTURING CO.
DENVER, COLORADO

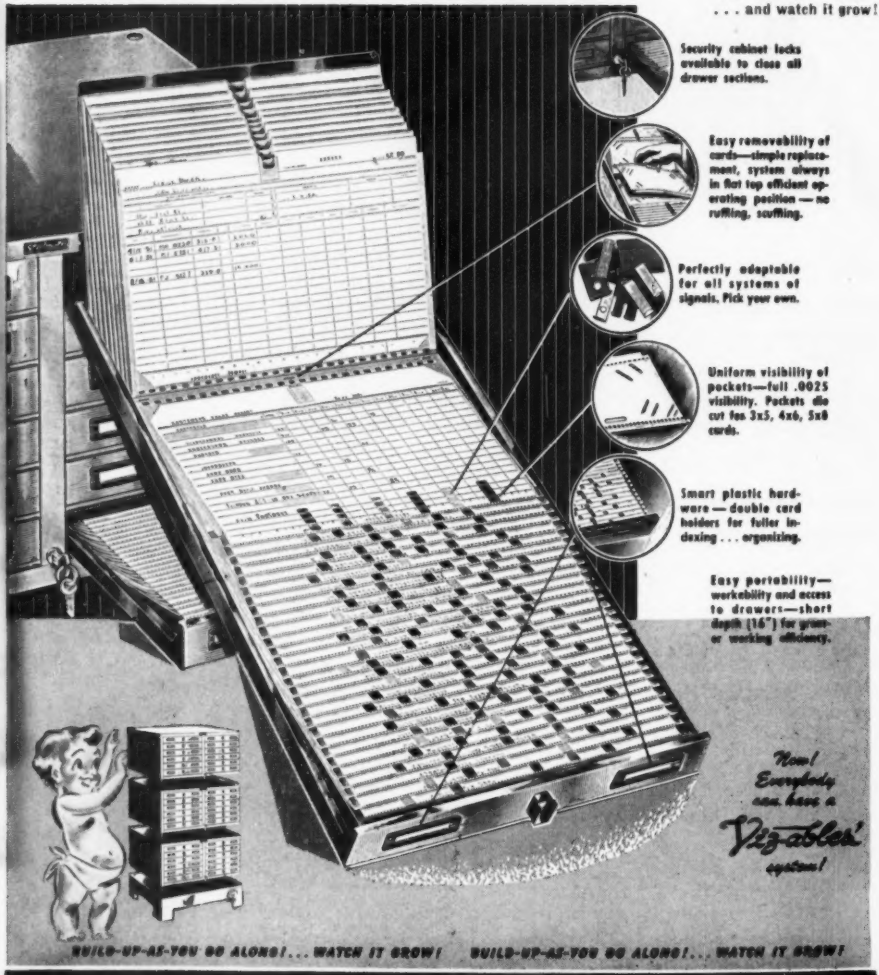
Steelmaster
Viz-ables'
VIZ-ABLE CARD
FILING FACILITIES

complete with pockets —ready for instant use

Steelmaster
ART STEEL SALES CO. NEW YORK, U.S.A.



BUILD-UP
AS-YOU-GO-ALONG
. . . and watch it grow!



asco international, ltd. 170 west 233 st., new york 63, n. y.

THE Tusco OFFICE MACHINE STAND ASSURES

A BEAUTIFUL PERFORMER
THE BEST SUPPORT

TUSCO STANDS COST VERY LITTLE MORE—MACHINE REPAIRS COST A LOT LESS!

Tusco Stands provide a combination of strength, stability, operator comfort and beauty available in no other office machine stand. Equipped with an adjustable ball foot the TUSCO Stand provides solid support for the heaviest, most active machines on the most uneven floors.

THERE'S A TUSCO STAND FOR ALL THESE MACHINES

- BURROUGHS
- MARCHANT
- ALLEN-WALES
- R. C. ALLEN
- MONROE
- FRIDEN
- I B M
- COMPTOMETER OR ANY TYPEWRITER—MANUAL OR ELECTRIC

TUBULAR SPECIALTY MFG. CO.
1940 Stanley Avenue Detroit 8, Michigan
Established 1921

New literature on the TUSCO STAND is now available. WRITE FOR DETAILS TODAY.

SALES depend on quality of product!

When competition gets keen . . . when buyers compare . . . sales depend on quality of product!

For years Schweitzer have been safeguarding the quality of best-selling carbon papers by supplying the finest papers for carbonizing that modern science can create.

Only paper of the proper degree of absorbency, uniform texture and freedom from impurities can assure you of uniform absorption in the coating process. Only paper created specifically for its use can give satisfaction in performance.

Carbon Paper Manufacturers who insist on the best insist on Schweitzer Paper for Carbonizing—TOPS BY TEST for absorbency, purity, strength, and uniformity of texture.

PETER J. SCHWEITZER, INC.

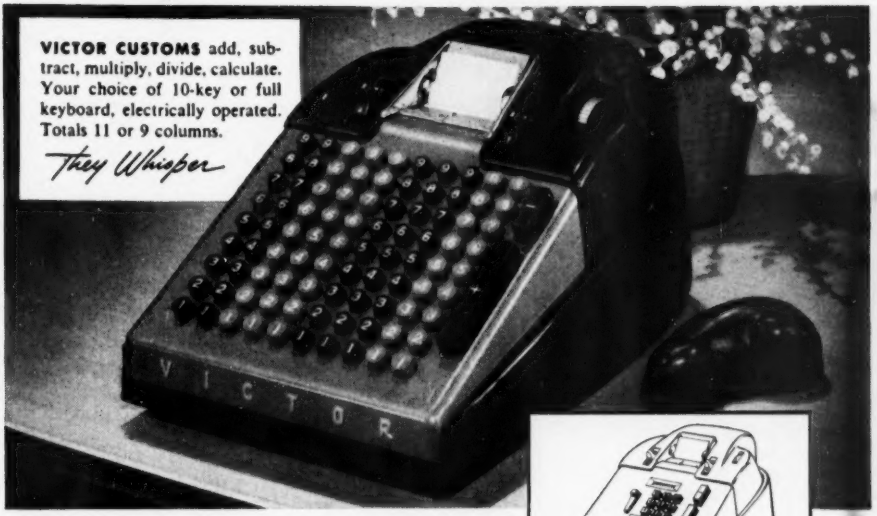
Mills at: Elizabeth & Spotswood, N. J. • Address inquiries to Elizabeth, N. J.

LARGEST SPECIALIZED PAPER LABORATORIES IN THE UNITED STATES

Reduce Noise, Increase Efficiency with VICTOR'S Exclusive

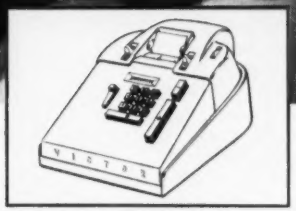
Super-Quiet

CUSTOM ADDING MACHINE



VICTOR CUSTOMS add, subtract, multiply, divide, calculate. Your choice of 10-key or full keyboard, electrically operated. Totals 11 or 9 columns.

They Whisper



Revolutionary Design Reduces Noise 54%*

Now Victor has surpassed even its own standards of silence in the high-speed Super-Quiet Custom adding machines. With the rugged mechanism "floating" in an exclusive sound-reducing case, Victor Customs are faster, more efficient, quiet as a whisper.

Available in both 10-key and full keyboard models, Victor Customs cut operating costs and simplify figure-work. A movable decimal marker, allows operator to pre-set decimal places, speeds calculation, eliminates counting columns on tape.

There are 42 basic models in the Victor line, for *every size and type of business.*

**Based on scientifically controlled tests.*

VICTOR ADDING MACHINE CO., CHICAGO 18, ILL.

World's Largest Exclusive Makers of Adding Machines. In Canada: McCaskey Systems Ltd., Galt, Ont.

INVEST IN VICTOR

34 YEARS OF QUALITY RECOGNITION THE WORLD OVER

Victor Adding Machine Co., Chicago 18, Ill., Dept. OM-352

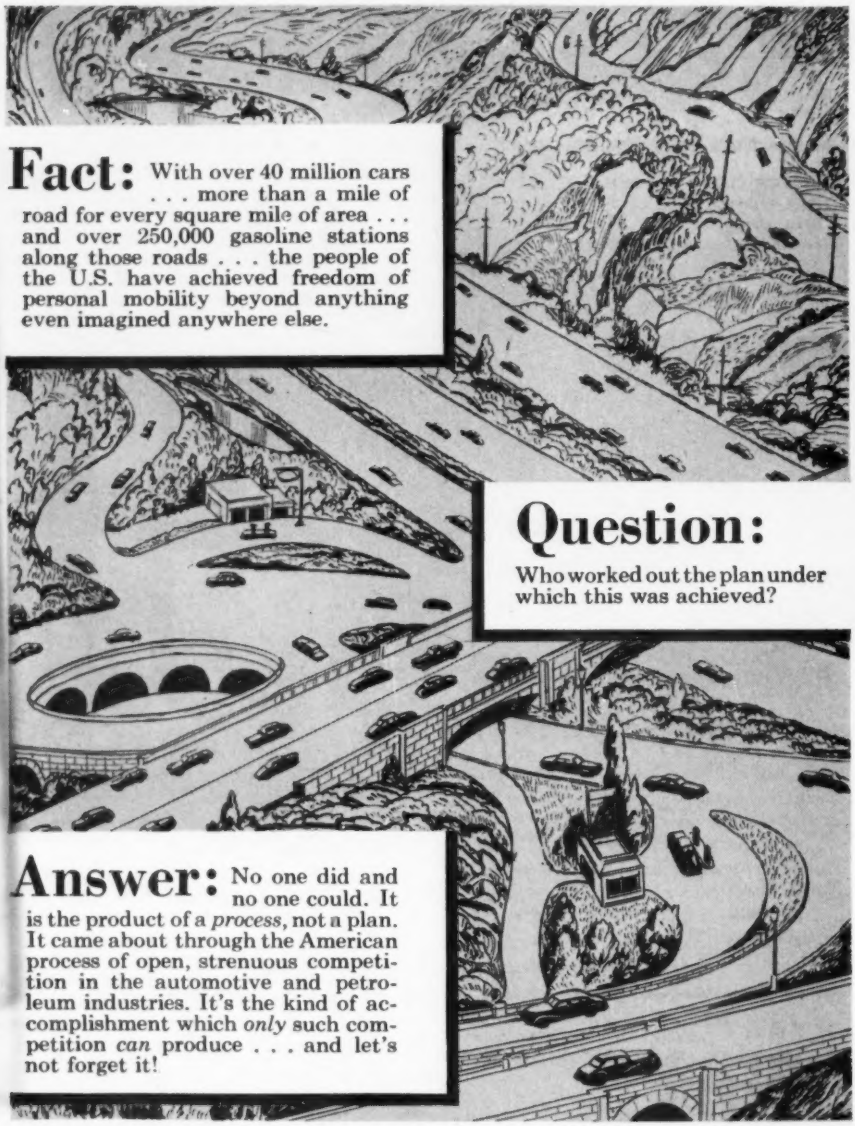
Please send free literature on the Victor line including descriptive folder on the *Super-Quiet* Custom adding machines.

Name .....

Company Name .....

Address .....

City ..... State .....



Fact: With over 40 million cars . . . more than a mile of road for every square mile of area . . . and over 250,000 gasoline stations along those roads . . . the people of the U.S. have achieved freedom of personal mobility beyond anything even imagined anywhere else.

Question:

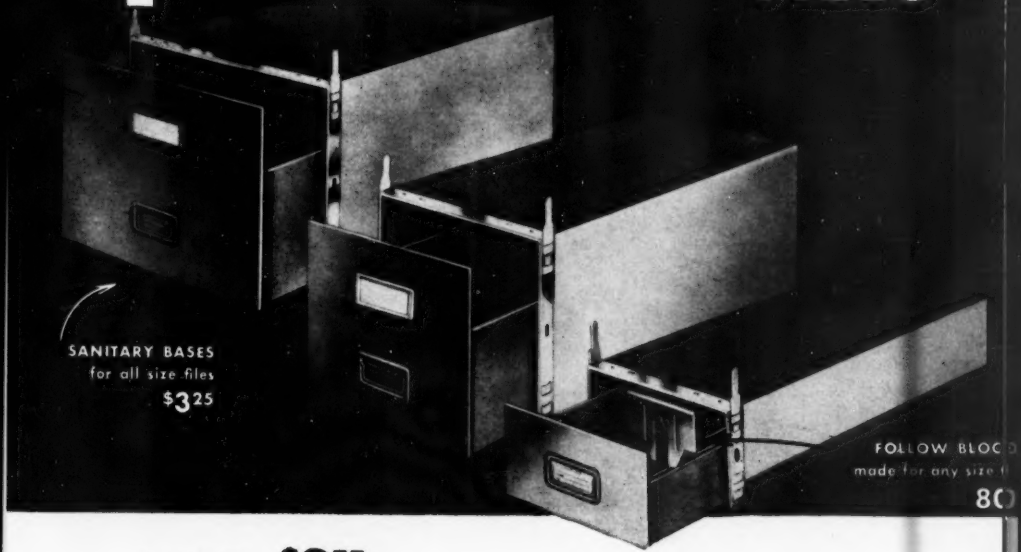
Who worked out the plan under which this was achieved?

Answer: No one did and no one could. It is the product of a *process*, not a plan. It came about through the American process of open, strenuous competition in the automotive and petroleum industries. It's the kind of accomplishment which *only* such competition *can* produce . . . and let's not forget it!

This report on PROGRESS-FOR-PEOPLE is published by this magazine in cooperation with National Business Publications, Inc., as a public service. This material, including illustration, may be used, with or without credit, in plant city advertisements, employee publications, house organs, speeches or in any other manner.

The competitive system delivers the most to the greatest number of people

pronto STORAGE FILES



Letter Size $3.55

Legal Size $4.35

Check Size $2.40

20 sizes to choose from. Size and price chart on request.

LOCATE YOUR RECORDS EASILY—No more need of fussing and fuming. With Pronto files you can get at all records just as easily as in your regular active files.

STURDY CONSTRUCTION—Prontos are built of 275-lb. test corrugated fibre board and reinforced with steel on the shell and the four corners of the drawers.

BEAUTIFUL APPEARANCE—Pronto files are beautiful in appearance, finished in an attractive olive green. The steel drawer front matches your regular active office files.

SAVE FLOOR SPACE— Constructed so that they interlock into solid units and stack as high as the ceiling, saving valuable floor space.

PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO AND WEST OF THE ROCKIES.

PRONTO FILE CORPORATION

285 Madison Avenue New York 17, N. Y.

". . . Move Work of Filing To Operator with ROL-DEX* by Watson— Modern Card Trays on Rollers!"

from August '51 Modern Design issue of Baltimore and Ohio Magazine, published by the Baltimore and Ohio Railroad.

In the Central Traffic Bureau, a few of the 21 ROL-DEX units at the Baltimore & Ohio Railroad.

Production per worker increases 25 to 55% with ROL-DEX by Watson. Records roll to the operator at finger-tip touch. Units are custom built for both large and small quantities of records. ROL-DEX by Watson pays for itself by increasing production and saving up to 45% in record keeping costs. Mail the coupon below. Learn how ROL-DEX can help *your* business.

*Pat. and Pats. Pending

ROL·DEX

ROL-DEX DIVISION
Watson Manufacturing Co., Inc.
Jamestown 21, New York

Please send me information about ROL-DEX rolling units.

Company .....

Name .....Title .....

Address .....Zone .....

City .....State .....

See ROL-DEX at the AGA-EEI Convention Hotel Commodore New York City April 7, 8, and 9

It's HERE...It's NEW...

It's better than ever...

...the 1952 Todd Form-Master

It's here—in time for third quarter installation July 1st. It's easier than ever to operate. It's the new 1952 Todd Form-Master, improved and re-designed to save you time, money and headaches in payroll preparation.

Any clerk can operate the Form-Master. It's simple to understand—easy to handle. No cramped writing position. No waste motion. The posting position is fixed for all entries. And the data required by your company, the Government and individual employees is recorded in *one* operation instead of three.

In addition, new payroll sheets with the Form-Master have special "accumulation" columns for earnings subject to (1) Federal Social Security and (2) State Unemployment Compensation taxes. This means those quarterly Government reports can be prepared in a fraction of the usual time.

Install the Todd payroll system in your business, without any large investment, starting the 3rd quarter—July 1. And from then on enjoy payroll efficiency plus fast, simple quarterly reporting.

Todd
COMPANY, INC.
Todd
ROCHESTER NEW YORK
SALES OFFICES IN PRINCIPAL CITIES
DISTRIBUTORS THROUGHOUT THE WORLD

THE TODD COMPANY, Inc.,
Dept. O, Rochester 3, N. Y.

Please send me complete information about the new Todd 1952 Form-Master.

Name_____

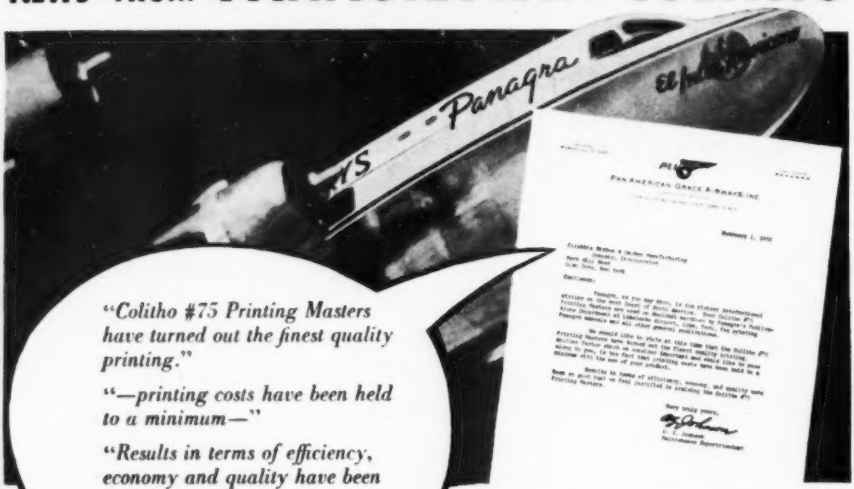
Address_____

City_____ Zone____ State_____

By_____

O-3-52

NEWS FROM PANAGRA ABOUT COLITHO



"Colitho #75 Printing Masters have turned out the finest quality printing."

"—printing costs have been held to a minimum—"

"Results in terms of efficiency, economy and quality have been so good that we feel justified in praising the Colitho #75 Printing Masters."

People in all kinds of businesses enjoy the happy experiences which Mr. O. Z. Johnson, Maintenance Superintendent for Pan American-Grace Airways, describes in his unsolicited letter. They know because their offset duplicating too, is on the high quality level attainable with Colitho Plates and Colitho Offset Duplicating Supplies.

It's you who have not yet tried Colitho who still have a pleasant surprise coming—and believe Mr. Johnson, if not us—you will be surprised at the clean, neat work and the volume of it you'll get from Colitho Plates.

Colitho Plates were designed universally for all duplicators. They must stand on their own merits and stand they do!

Colitho Plates are easy to prepare—write, type, print, or draw—and how quick! They require no pre-treatments—no aging—and no pampering. You handle Colitho Plates like an ordinary sheet of paper, yet the work comes out free of smudges and fingermarks. You can even fold and mail them! Long runs, re-runs and long life are Colitho characteristics which result in real economy.

So, find out why Mr. Johnson is so enthusiastic. Write us for samples and the complete Colitho story. (We'll tell you also how the Colitho "One-Write" idea cuts costs in business systems paper work.)

COLUMBIA RIBBON & CARBON MFG. CO., Inc.
101-3 Herb Hill Road, Glen Cove, L. I., New York

Colitho

OFFSET MASTER PLATES

Colitho plates and supplies make any offset duplicator a better duplicator.

NEW Books

PROCEEDINGS OF THE 1951 ANNUAL AND SPECIAL CONFERENCES. Life Office Management Assn., New York, pp. 403, $8.

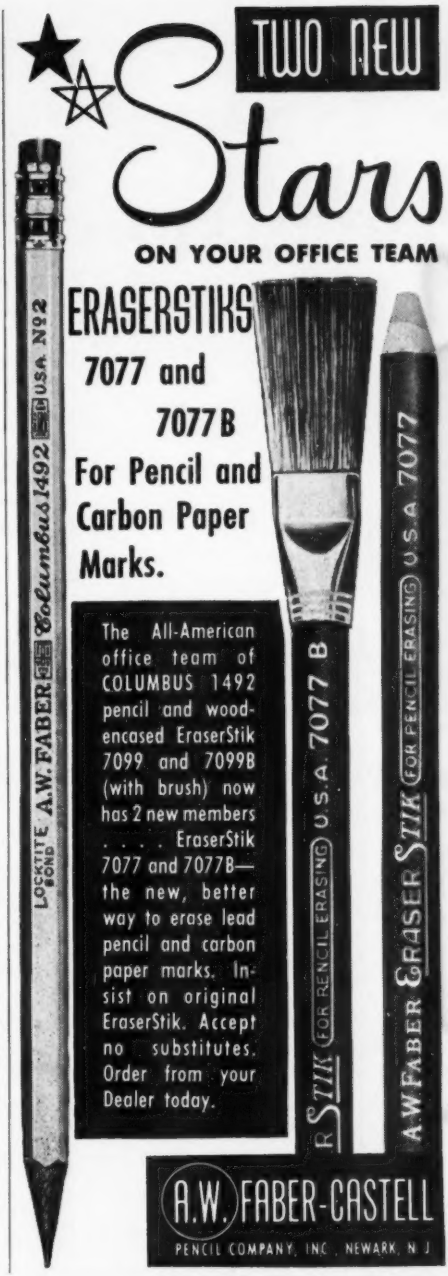
There is a wealth of office methods information, as well as many interesting anecdotes, in these volumes of LOMA proceedings. In fact, having all conference material in this form makes it possible to read it at one's convenience and in many ways is preferable to listening to the speakers since you cannot miss anything and you have everything in black-and-white for future reference. Too, this is perhaps the only way those not in the insurance business can obtain some of the advanced thinking on clerical work which insurance companies have always been noted for, because the product they manufacture—the policy—is a piece of paper.

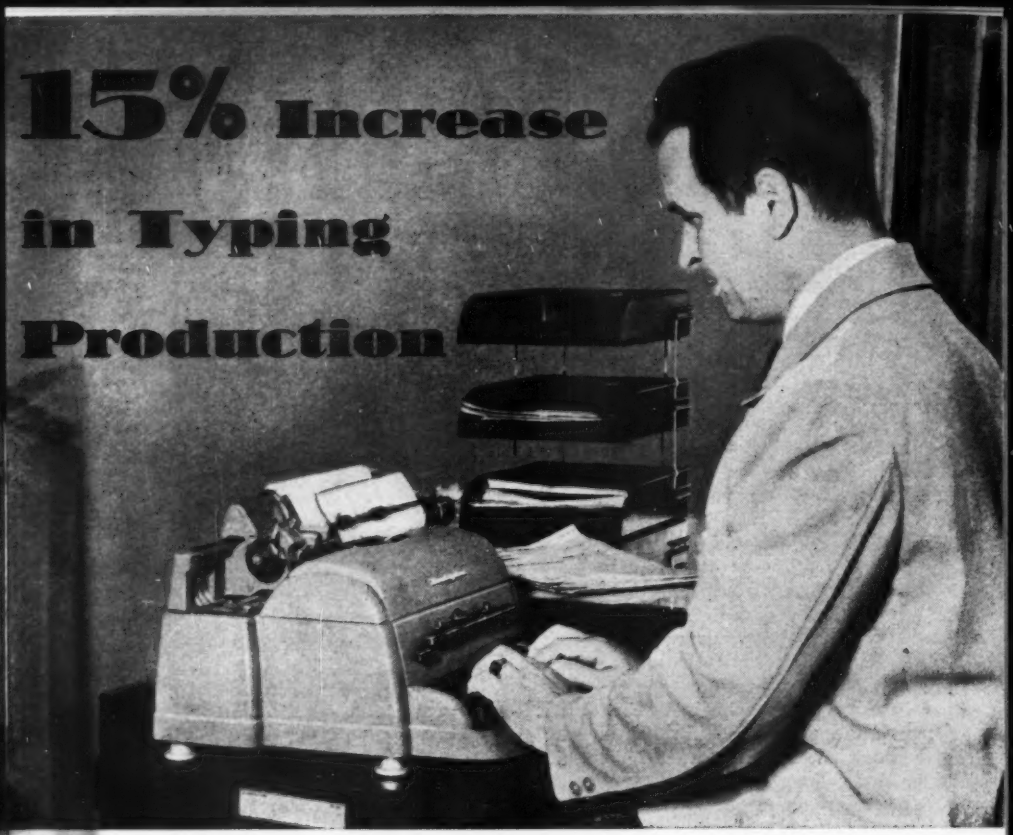
ASSIGNMENT OF NONMANUFACTURING COSTS FOR MANAGERIAL DECISIONS. National Assn. of Cost Accountants, New York, pp. 24, 75 cents.

While most progressive company managements have developed methods of ascertaining manufacturing costs of products, comparatively few possess equally good methods for measuring the nonmanufacturing costs attributable to products and product lines. This study is based on an analysis of cost methods used by 70 major companies to determine the relative profitableness of individual products or product lines, sales territories, salesmen, customer classifications, distribution channels, customer services.

YOUR FLOORS AND HOW TO MAINTAIN THEM. Multi-Clean Products, St. Paul, pp. 40, Free.

Handy advice on the maintenance of asphalt tile, concrete, terrazzo, rubber tile, wood, linoleum and carpeted floors.





for Ferdon Equipment Company with Remington *Electri-conomy* Typewriters

"The increase in the volume of our business during the past year has placed an abnormal burden on our clerical force. The application of the Remington Electri-conomy, with its automatic features, has stepped up individual typing productivity approximately 15% and lessened operator fatigue under peak load." — *reports H. W. Cromey, Secretary of the Ferdon Equipment Company of Hillside, New Jersey.*

Learn how the amazing new Electri-conomy can fill all *your* typing needs and help maintain peak production schedules. Your local Remington Rand representative will be pleased to make an Electri-conomy test in *your* office today — without obligation, of course.

Send for free booklet "Take A Letter" (RE 8499). Address requests to Remington Rand, Room 2499, 315 Fourth Ave., New York 10, N. Y.

Remington Rand INC. **The First Name in Typewriters**

Office Work Paces Production At Republic Aviation Corp.

SIDNEY FELDMAN

THUNDERJETS have roared across war-darkened skies into black headlines reporting their bombing, escort and fighter-interception missions on front pages throughout the world. These powerful jet-propelled aircraft also are being flown by domestic-based U.S. Air Force and National Guard groups, as well as North Atlantic Treaty Organization member countries building up their air strength through our Mutual Defense Assistance Program. Metal warbirds, which screech over the rolling hills and "heartbreak" ridges of Korea, only recently came off the assembly lines of Republic Aviation Corp. plants on the peaceful Long Island flatlands of suburban Farmingdale, N. Y.

In 1950 Republic's sales were $57,713,432—but these figures are zooming sky-higher as the company steadily is expanding its plants and increasing the number of personnel to catch up with orders for military aircraft and spare parts approaching the half-billion dollar mark. Republic is whole hog in the defense business. It does not have to go out into the open market to sell its wares. It has one great big customer, Uncle Sam, who places aircraft orders through the U.S. Air Force. Thus, Republic is responsible to American

Republic Aviation Corp. reduced its two-shift staff to 27 who work days only in the typing section of its purchasing department. They use a third less space, too, with U-shaped functional desks built by Republic. (The hanging Christmas cards were only a seasonal feature.)

Republic's reference section answers inquiries about purchase orders from looseleaf binders filed numerically and cross-indexed alphabetically.

taxpayers, as well as to its own stockholders.

As contractor to the Air Force, Republic's main mission is contract performance. At the same time Republic is looking ahead, doing research and development on experimental interceptors and other aircraft. In May, 1950, the company payroll numbered 4,900 workers, including a nucleus of development engineers. One month later a "police action" in Korea sparked rearmament and quickly moved engineers' plans from drafting tables to assembly lines. By December, 1951, Republic's payroll had swollen to more than 17,000 and the number of workers keeps growing.

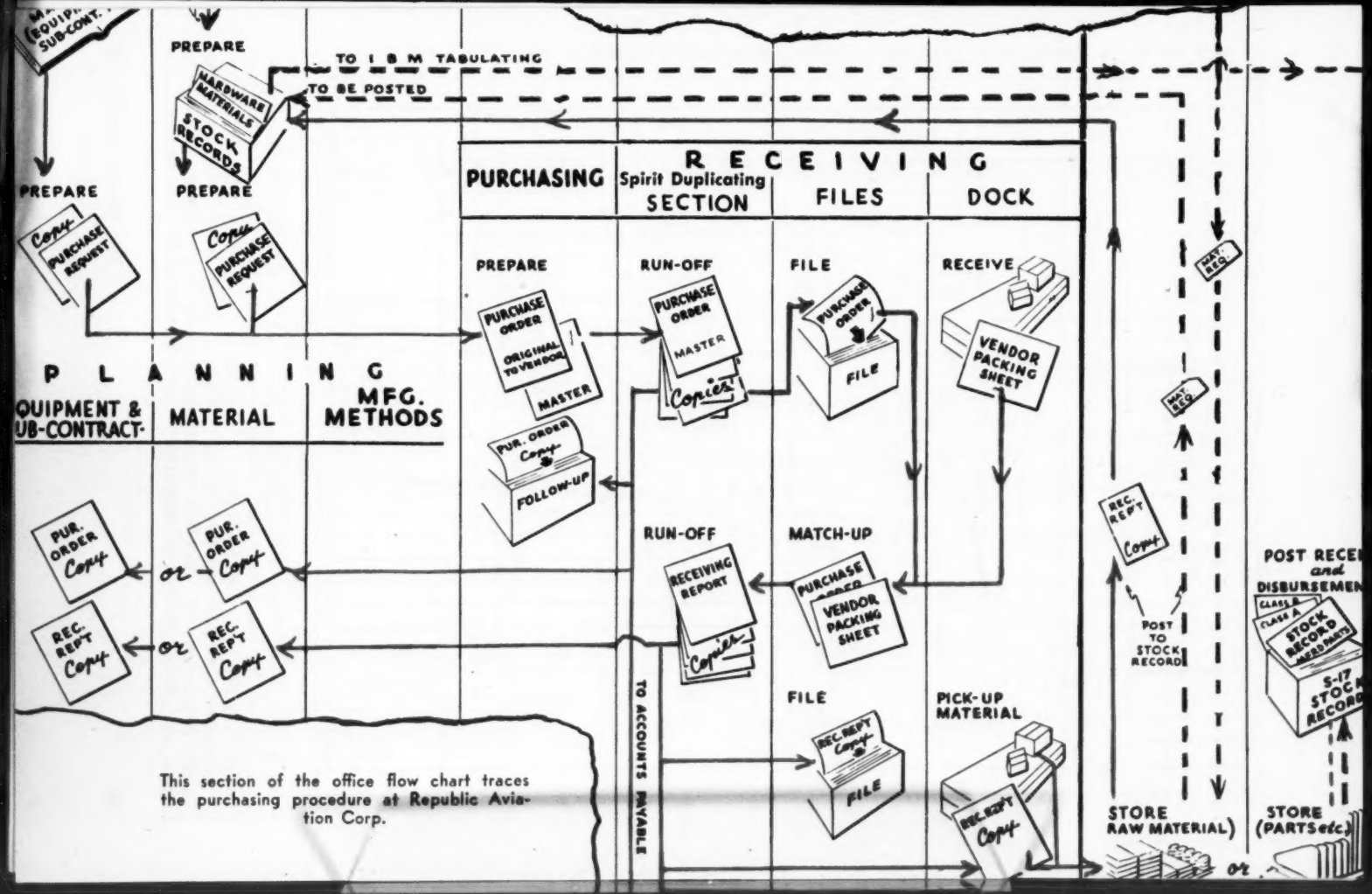
Most of Republic's workers make airplanes; the rest do maintenance and general service work. The office staff has been increased to about 2,500 workers. Included here is the personnel department which continues to advertise for workers (engineers, design draftsmen, stress analysts and others), interviews thousands of prospects for jobs, examines and tests them, handles security and clearance, and finally hires and trains them in special schools. To keep up with a payroll which by now has more than quadrupled, punched card tabulating machines are used wherever possible. Weekly pay envelopes are filled with cash, based on punched card labor tickets.

Concurrently, Republic has expanded its physical facilities which now embrace 2,088,000 sq. ft. Today the company has an engineering branch in New York City and warehouses, subassembly plants, a main plant and a small building which handles some of the purchasing functions on Long Island, N. Y.

Republic's complex paperwork, watched over by Ray A. Creede, procedures and office manager, covers the engineering; tooling; planning; purchasing; receiving, fabricating and storing of raw materials and parts, and the manufacturing and accounting systems. These functions add up and spell out the production of jet fighter planes and paper records.

Republic Aviation Corp. has to "fingerprint" its work the moment the ink dries on its many contracts with the Air Force. Different contracts are negotiated for research and experimental work, as well as for regular production work on the assembly lines. Moreover, Republic may be assembling basically the same aircraft for the U.S. Air Force and the Mutual Defense Assistance Program, yet each requires different handling, controls and paperwork.

Closer study shows that assembly-line operations can be quite irregular because they are many and varied. Design changes often are dictated by the use of these aircraft against enemy fighters, such as the Russian-made MIG-15 jets. Thus the American-made planes may have to be changed in the midst of being assembled. As a result, all the prices, engineering, tools, ma-



This section of the office flow chart traces the purchasing procedure at Republic Aviation Corp.

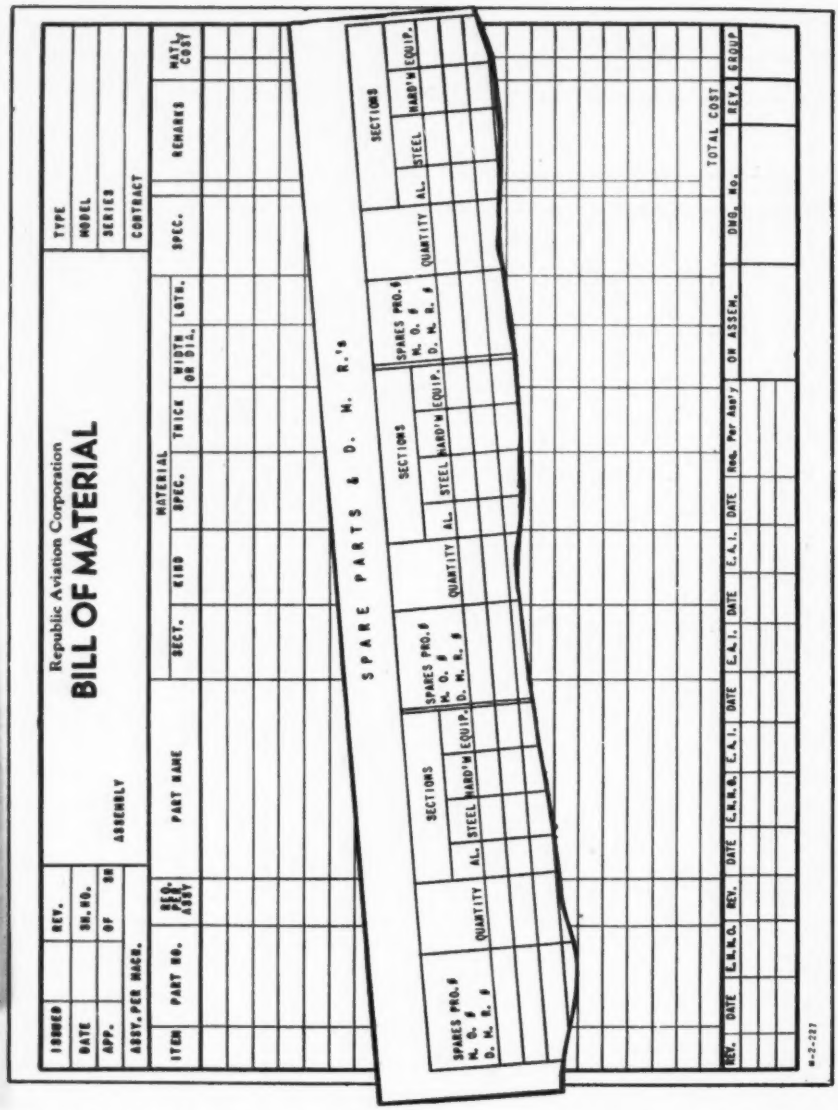


Fig. 1. The Bill of Material specifies equipment and supply needs. Insert shows heading of reverse side.

terials and allied factors involved in even minor changes have to be renegotiated despite previous contracts.

Designers also may improve on existing apparatus, or scientists may make new discoveries. At Republic there may be a half-dozen versions under as many projects for the same type of plane. (On some models, Lockheed Aircraft Corp., which also builds jet-fighters, reports, "Changes occur once every 80 minutes.") For example, Re-

public's F-84-E Thunderjet has been redesigned as the F-84-F, with swept-back wings, modified nose air-intake duct and deeper fuselage to accommodate a newer, more powerful jet engine for developing more speed and climb. All along the line paperwork must be changed to keep the records straight, because office work paces production.

Since each contract job is separate, timekeepers on the assembly floor continually are accounting for workers' time and operations. Republic also keeps separate records on those parts and materials which it owns and those which it receives from sub-contractors and the Air Force. Close tabs must be kept on machines and tools used, along with resultant depreciation. Such detailed office work is necessary because Republic receives progress payments as work is being done.

In an airplane plant there is considerable expense before there is any production. Even after airplanes start coming off the assembly line, millions of dollars worth of materials, parts, tools and incomplete airplanes are invested in inventories. To assist in this financing, Republic receives partial payments from the U.S. Air Force in pace with the work done each week. Therefore Republic must know: "What was our cost of operations in labor and materials? How much money do we collect from Uncle Sam?"

Answers are obtainable within 24 hours from single documents—punched cards. Meanwhile, as airplanes and records are in the making, the Air Force has a voice in Republic's entire system of operations. It can send its auditors to spot-check the system at any point or any time to see that Republic is following through. A final audit is prepared for the Air Force because the constant changes, adjustments and revisions in types and costs of parts, raw materials and labor never are known entirely until all records are completed and tabulated.

"Assembling" is a key word in telling Republic's story. Its engineers design a fighter aircraft prototype. Once built, this model aircraft is submitted for Air Force tests and, if accepted, it is put into full-scale production. From sub-contractors Republic buys components such as tail-assemblies, wings, fuselage sections, etc., as well as precision-machined forgings and castings. From the Air Force, Republic receives other parts and equipment such as engines, radios, flight instruments, guns, radar apparatus, cameras, etc., which are bought in bulk by the Government. Republic builds the airframe, adds various components and installs Government-furnished equipment to complete the aircraft for delivery.

By purchasing many components from small businesses and assembling these, Republic becomes a big customer. Because the procurement of raw materials and parts is a most important

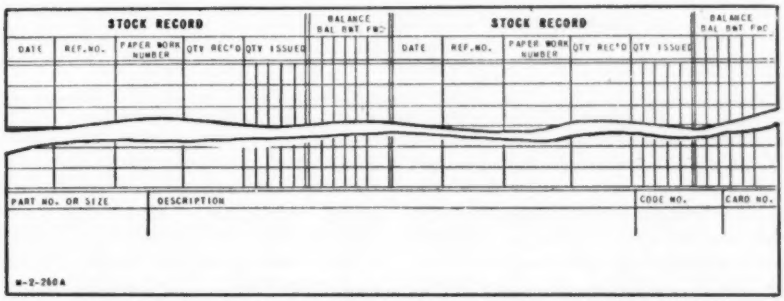


Fig. 2. Stock Record cards show inventory of raw materials and parts.

REPUBLIC AVIATION CORP
FARMINGDALE, L. I., N.Y.

REQUEST FOR PURCHASE

P.O. NO.

DATE _____

PR 35-

VENDOR: _____

ATT: _____

FOR DEPT. OR STORES

SHIP VIA ☐ COLLECT ☐ PREPAID

F.O.B.

GOV'T. CONTRACT NO.	SUB-CONTRACT NO.	CHARGE ACCT. NO.	AUTH. PROJECT S.O. NO.	TERMS
			35	

NOTE::LIMIT ITEMS TO 5-WITHIN ONE CHARGE IF POSSIBLE. SPECIFY EXACT DATE WANTED

ITEM	QUANTITY	UNIT	DESCRIPTION FURNISH FULL INFORMATION-IF INFORMATION IS INCOMPLETE REQUEST WILL BE RETURNED.	ESTIMATED UNIT PRICE	ESTIMATED TOTAL PRICE
			Finishes, Drawing Breakdowns, Method's notes, and		
			all other data same as used on project 35.		
				TOTAL EST. COST	

DELIVERY PROMISED BY _____ DATE _____ PER _____

DELIVERY SCHEDULE

	JAN.	FEB.	MAR.	APRIL	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
1.												
2.												
3.												
4.												
5.												

MATERIAL TO BE USED FOR: 150 Ship Increase - PROD.

REMARKS: Scheduling

SUGGESTED VENDOR: Material

THE FOLLOWING APPROVALS ARE NECESSARY BEFORE PROCUREMENT WILL ISSUE PURCHASE ORDER

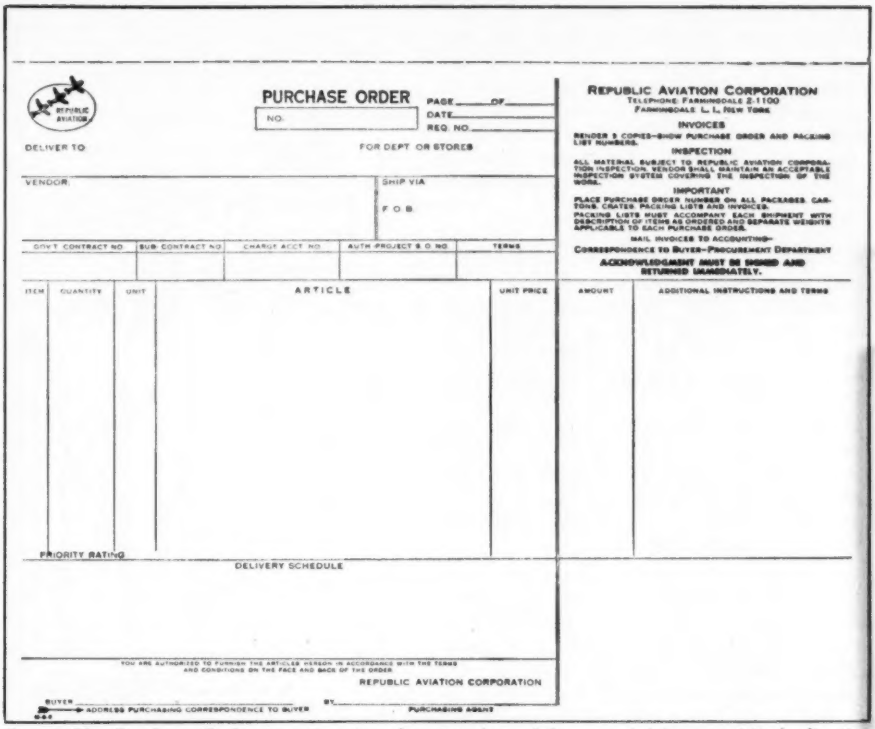
REQUESTED BY	DEPT. HEAD	MUST BE OBTAINED ON PURCHASE OF EQUIPMENT		PURCH. AGENT
		EXECUTIVE	BUDGET CONTROL	
D. Dalton				

G-1-22 REV. 9/48 ORIGINAL COPY, to Procurement Files, DUPLICATE COPY, to be retained by Originating Dept.

Fig. 3. The Request for Purchase starts the work of the purchasing department.

phase of Republic's operations, the remainder of this article will concentrate on their purchasing system.

Engineers' blueprints are interpreted in the planning department which prepares breakdowns and Bills of Materials (Fig. 1) specifying: equipment needs, sub-contracted items, hardware, raw materials. At the same time, inventory is taken of the raw materials



PURCHASE ORDER

NO.

PAGE ___ OF ___
DATE ___
REQ. NO. ___

DELIVER TO

FOR DEPT. OR STORES

VENDOR

SHIP VIA

F. O. B.

GOV'T CONTRACT NO.	SUB-CONTRACT NO.	CHARGE ACCT. NO.	AUTH. PROJECT & O. NO.	TERMS

REPUBLIC AVIATION CORPORATION
TELEPHONE: FARMINGDALE 2-1100
FARMINGDALE, L. I., NEW YORK

INVOICES

RENDER 3 COPIES—SHOW PURCHASE ORDER AND PACKING LIST NUMBERS.

INSPECTION

ALL MATERIAL SUBJECT TO REPUBLIC AVIATION CORPORATION INSPECTION. VENDOR SHALL MAINTAIN AN ACCEPTABLE INSPECTION SYSTEM COVERING THE INSPECTION OF THE WORK.

IMPORTANT

PLACE PURCHASE ORDER NUMBER ON ALL PACKAGES, CARTONS, CRATES, PACKING LISTS AND INVOICES.

PACKING LISTS MUST ACCOMPANY EACH SHIPMENT WITH DESCRIPTION OF ITEMS AS ORDERED AND SEPARATE WEIGHTS APPLICABLE TO EACH PURCHASE ORDER.

MAIL INVOICES TO ACCOUNTING—

CORRESPONDENCE TO BUYER—PROCUREMENT DEPARTMENT

ACKNOWLEDGMENT MUST BE SIGNED AND RETURNED IMMEDIATELY.

ITEM	QUANTITY	UNIT	ARTICLE	UNIT PRICE	AMOUNT	ADDITIONAL INSTRUCTIONS AND TERMS

PRIORITY RATING

DELIVERY SCHEDULE

YOU ARE AUTHORIZED TO FURNISH THE ARTICLES HEREON IN ACCORDANCE WITH THE TERMS AND CONDITIONS ON THE FACE AND BACK OF THIS ORDER

REPUBLIC AVIATION CORPORATION

BUYER

ADDRESS PURCHASING CORRESPONDENCE TO BUYER

BY ___

PURCHASING AGENT

Fig. 4. The Purchase Order is a 4-part carbon interleaved form containing a spirit duplicating master.

and fabricated parts in the company stores and posted on Stock Records (Fig. 2). Purchase orders for certain needed supplies are determined by inventory requirements, subtracting the quantity issued from the original quantity received and bringing the balance forward.

Based on the two preceding forms, a Request for Purchase (Fig. 3) is prepared, listing items, quantities, descriptions and estimated prices. This form also requests exact date shipment is wanted, to be indicated on a monthly printed delivery schedule, and the delivery date promised. Purchase Orders (Fig. 4) then are prepared by the purchasing department which selects vendors such as mills, foundries, etc.

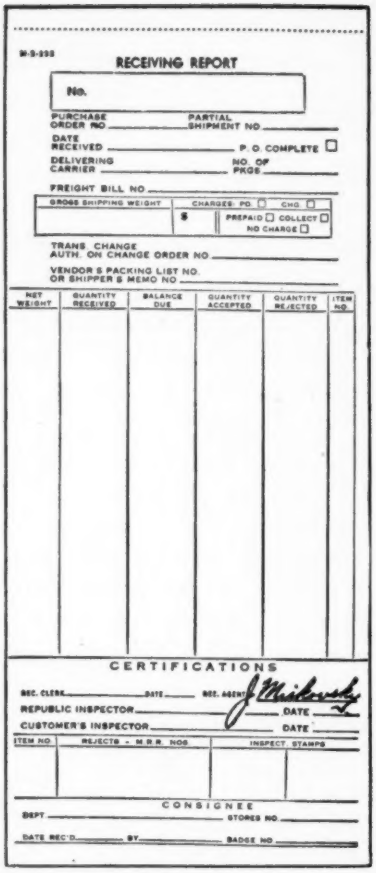
The Purchase Order is a four-part carbon interleaved form: original, carbon copy, spirit master and acknowledgement. The original and acknowledgment both are sent to the vendor who keeps the original, signs and returns the acknowledgment to indicate full agreement with terms and instructions printed on the front and such conditions printed on the back as inspection, secrecy, renegotiation and compliance with anti-discrimination regulations. With the spirit master, Republic duplicates and distributes copies in varying numbers for varying needs depending upon what is being bought, for what use, under which contract, etc. Normal distribution is six copies to purchasing, receiving, inspection, inventory control, accounts payable, U.S. Government. Usually this last copy goes

to the Air Force; sometimes to other Government branches, such as the Department of the Navy, etc. It is Republic's policy to limit distribution by requiring each division to prove why copies are needed before any are sent. Even so, Republic consumes fabulous piles of spirit duplicating paper which it purchases in carload lots.

As the ordered material is received, the vendor's packing sheet is matched with Republic's Purchase Order. Information about goods and materials received, either as total or partial shipment, is entered on a variable slip Receiving Report (Fig. 5). On the right-hand side of each Purchase Order there is space for accommodating this receiving report. Spirit masters of both forms are matched up, according to the same purchase order number, and duplicated together to produce complete receiving reports like Fig. 6.

The same Purchase Order spirit master used for ordering is also used for receiving, with the variable slip receiving report on its right hand side. These complete receiving reports are practical whether there is 1 or 100 shipments of material written on an order. What is received must equal what has been ordered, upon being checked against a vendor's packing sheet. If 10 gaskets are listed on the left-hand "purchase order" side, then 10 gaskets must be noted on the right-hand "receiving report" side. If only 8 gaskets have been received, the complete receiving report is marked: "8 gaskets received. Balance due: 2."

According to this system, nothing can be received without a purchase order. Materials do not move without a purchase order. These orders show: what was bought, why it was bought, for whom it was bought, where it goes. Republic found that countless reams of typing work were eliminated by this simple system. This is most evident in instances where, for example, receipt of 100 shipments can be checked against a single purchase order—without any re-


M-S-255

RECEIVING REPORT

No.

PURCHASE ORDER NO. _____ PARTIAL SHIPMENT NO. _____

DATE RECEIVED _____ P. O. COMPLETE ☐

DELIVERING CARRIER _____ NO. OF PKGS. _____

FREIGHT BILL NO. _____

GROSS SHIPPING WEIGHT	CHARGES: PD. ☐ CHG. ☐
	$ PREPAID ☐ COLLECT ☐ NO CHARGE ☐

TRANS. CHANGE AUTH. ON CHANGE ORDER NO. _____

VENDOR'S PACKING LIST NO. OR SHIPPER'S MEMO NO. _____

NET WEIGHT	QUANTITY RECEIVED	BALANCE DUE	QUANTITY ACCEPTED	QUANTITY REJECTED	ITEM NO.

CERTIFICATIONS

REC. CLERK _____ DATE _____ REC. AGENT J. Mikovsky

REPUBLIC INSPECTOR _____ DATE _____

CUSTOMER'S INSPECTOR _____ DATE _____

ITEM NO.	REJECTS - M.R.R. NOS.	INSPECT. STAMPS

CONSIGNEE

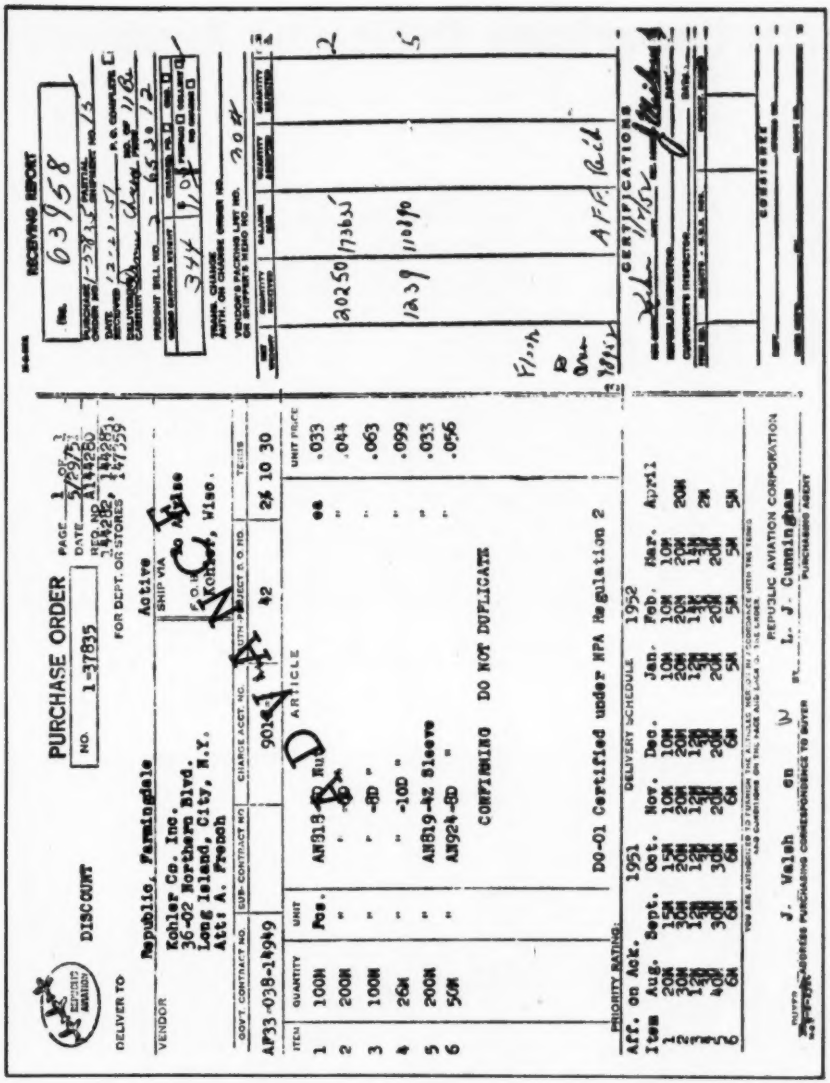
DEPT. _____ STORES NO. _____

DATE REC'D _____ BY _____ BADGE NO. _____

Fig. 5. The Receiving Report carries spirit carbon so it can be duplicated with the Purchase Order (see Fig. 6).

typing until the order is filled completely.

Originally Republic required a small army of typists, working day and night shifts in cramped quarters, to turn out several copies of its purchase orders. Now the purchasing division has a centralized typing section and records staff, reduced to only 27 employees, working day shift only. Once they were overstaffed and two weeks behind schedule, cramped with desks, paper and equipment. Now they are housed in a small



PURCHASE ORDER

NO. 1-37835

DISCOUNT

DELIVER TO Republic, Farmingdale

VENDOR Kohler Co. Inc.
36-02 Northern Blvd.
Long Island City, N.Y.
Attn: A. Peach

SHIP VIA Active

F.O.B. Kohler, Wisc.

GOVT. CONTRACT NO. AF33-038-18949

ITEM	QUANTITY	UNIT	ARTICLE	UNIT PRICE
1	100M	Pcs.	AN913-8 Rub	ea .033
2	200M	"	" -8D "	" .044
3	100M	"	" -8D "	" .063
4	25M	"	" -10D "	" .099
5	200M	"	AN819-4Z Sleeve	" .033
6	5M	"	AN924-8D "	" .056

CONFIRMING DO NOT DUPLICATE

DO-01 Certified under NPA Regulation 2

PRIORITY RATING:

DELIVERY SCHEDULE

Aff. on Ack.	1951			1952		
Item	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	April
1	20M	15M	15M	10M	10M	10M	10M	10M	20M
2	30M	30M	20M	20M	20M	20M	20M	20M	
3	10M	10M	10M	10M	10M	10M	10M	10M	2M
4	4M	3M	2M	2M	2M	2M	2M	2M	5M
5	6M	6M	6M	5M	5M	5M	5M	5M	

PURCHASING AGENT

RECEIVING REPORT

No. 63958

PURCHASE ORDER NO. 1-37835 PARTIAL SHIPMENT NO. 13

DATE RECEIVED 12-21-51 P.O. COMPLETE

DELIVERY NOTE Check PROOF 116

FREIGHT BILL NO. 3-65312

TRANS. CHARGE AUTH. ON CHARGE ORDER NO. 304

VENDOR'S PACKING LIST NO. OR SHIPPER'S REQ NO.

QUANTITY SHIPPED	QUANTITY BILLED	QUANTITY RECEIVED
30250	173633	2
12359	110190	5

CERTIFICATIONS

CONSIGNEE

Fig. 6. Spirit masters of the Purchase Order and the Receiving Report are duplicated together to produce this complete receiving report.

building near the main plant. They work on schedule, using one-third less space with U-shaped functional desks built by Republic to assure a continual flow of work through typists to the duplicator operator.

There are two types of purchases: (1) Main production materials, supplies, parts, tools, etc. (2) Non-production materials, including small tools, maintenance and office supplies. Approximately 300 simple-to-complex orders are processed daily by typists using

(*Continued on page* 106)

An American Office in Arabia

WILLIAM BOWMAN WORTHINGTON
Management Engineer, East Orange, N. J.

RAS TANURA is an oil city in Saudi Arabia. It is on the tip of a strip of sand that stretches out ten miles into the Persian Gulf. Here the big pipe lines leave the dunes of the desert and traverse rippling green shallows and flat glaring white coral and sand to reach the deep blue of the Gulf of Persia.

Day and night, the big oil tankers line up and pull into the loading piers like holiday drivers at a Route 1 filling station. They come in bouncing, riding on the top of the water like the big empty oil drums that they are. The pumps start and a few hours later the tankers wallow their way loaded with a week's driving for a million cars. Pushing low, deep and heavy through the seas, the ships make steady lines for destinations all over the other half of the world.

Ibn Saud, King of Arabia, holds the oil in trust for his people and has a partnership arrangement with an American company to get the oil out of the ground and to profitable markets. This has resulted in a miraculous development for the people of the Middle East, more marvelous than the working of a magic lamp. Farms, roads and schools are springing up where a jack rabbit could not have existed before. To Saudi Arab small fry, what's a flying carpet got that can top a helicopter?

At Ras Tanura, Americans and Saudis have built a refinery to break up the crude oil into gasoline and diesel fuel. They say that some of the Americans are Texans and that, when they built the city for their families, they had to live up to the tall tales they told of their Texan life. They did. On the sand by the gulf they built a completely air

Payroll clerks of Arabian American Oil Co. on their way to lunch.

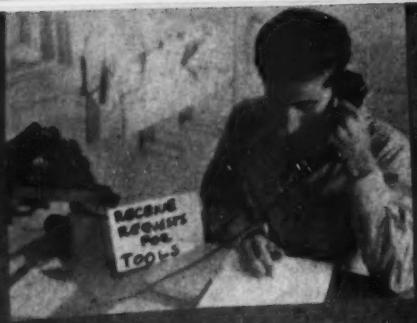
Americans now staff the central typing pool in this air-conditioned, soundproofed office but sooner or later Saudis will do most of this work.

conditioned suburb, with grass and flowers and barbecue pits, which compares favorably with any community in the U. S.

Some things are different than in America, yet surprisingly similar in effect. Take sand versus snow, for instance. There is probably more sand in Arabia than there is snow in Canada. Sand storms occur no oftener than American snow storms. They blow as long as does a blizzard, and as short as a flurry, and they cause just about the same amount of nuisance. The sand storm is different in that the wind is hot and suffocating, instead of cold and breathtaking. The hot blast can peel the paint off the windward side of a car. Sand drifts will cover anything that isn't moving or protected by "snow" fences. Special oversize tires operate in both snow and sand. You can't see much beyond the end of your nose and both a blizzard and a shemal (north wind with sand) can give you an awfully lost and lonesome feeling if you're caught out in it.

Major development didn't start in Arabia until the end of the last war. On one of those early days, a native old timer picked up a new man just off a plane from the States. Leaving the air-

Pages 68-69: An example of the picture procedure which should prove a boon to systems men who have long sought a method of presenting procedures so that everybody could understand them. Equipped with a 35mm camera, some blank pieces of lightweight bristol and a marking pen, the author goes to the man on the job, asks him what he's doing, briefly letters this on a piece of bristol which is set near the worker, and then takes a photo. The entire process is quickly completed and the resulting prints provide the best job description for anyone to understand—be he a new worker or a member of top management.


RECEIVE REQUEST FOR TOOLS

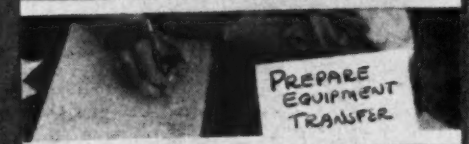
DAILY CHECK SHOP BOARD

MAKE DAILY TIME SHEET

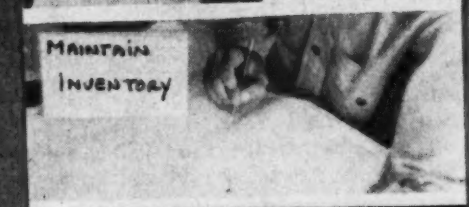
HERE'S AN ORDER TO GET READY

DAILY C+M EQUIPMENT REPORT

HAVE YOU GOT IT READY


PREPARE EQUIPMENT TRANSFER

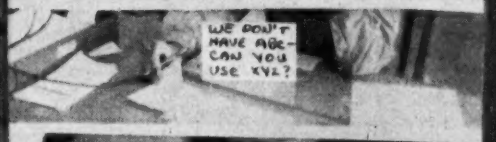
WHEN WILL THIS 113 BE READY

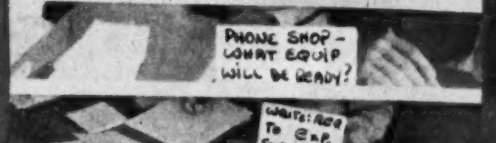

MAINTAIN INVENTORY

MAINTAIN S.E.U. FILES

MAKE 113 FOR REPAIR of EQUIP

MAINTAIN EQUIPMENT RECORDS

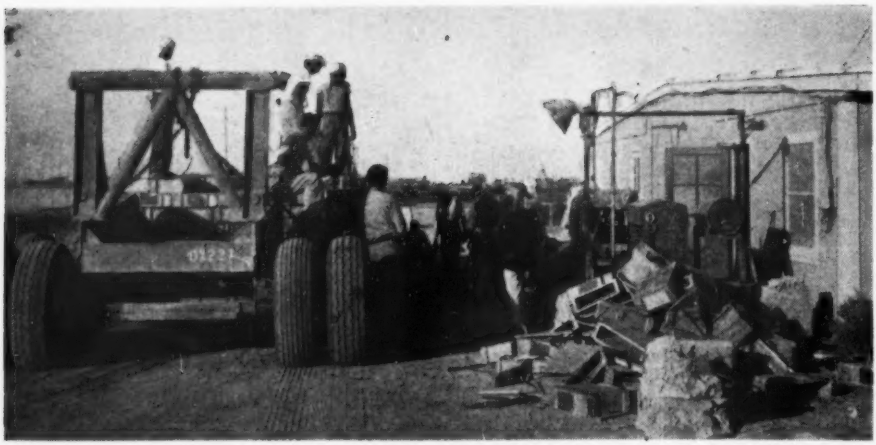




Schedule Clerk-
Amer. fills this app. form

Job of
Abdullah Rahim
—o—
Service Equipment,
Ras Tanura

The S.E.
Group
5-10-51



Tallying several million silver riyals for the cashier's office. Paying by check would be easier but the sons of the desert like hard money.

port in a battered six-wheel weapons carrier that looked like it came through a war (it had), they headed into a howling shemal. The old timer set his course dead across the desert. They could see almost as far as the radiator and the sand visibly etched the windshield. As they slithered down one dune and crawled up the next with one cylinder missing, the old boy gave the new-

The payroll department keeps records (in English) of 5000 workers in dollars and riyals.

Buy with an eye to the future... buy Burroughs

When you buy a Burroughs you can be sure of owning an adding machine that's soundly constructed with an eye to lasting performance—for today and for the future. Here's a *proved* machine that, day in and day out, sets the pace for the work ahead—in the years ahead. The Burroughs has gained and maintained its world-wide reputation for dependability and durability, because it's designed to last a business lifetime. Consult the yellow pages in your phone book for the Burroughs office nearest you. Burroughs Adding Machine Company, Detroit 32, Michigan.

WHEREVER THERE'S BUSINESS THERE'S

Burroughs

Young Ahmed hopes someday to operate that hectograph duplicator that Mohammed Hanif al Malik is showing to him.

comer the business about what tough country it was and how long they'd last if the engine quit.

"Say," the nervous neophyte finally quavered, "how long have *you* lived in this sand?"

"I don't know," was the deadpan answer, "they won't tell me anymore!"

But times have changed and roads now lead to most major operations. Line-of-sight shortwave telephone towers span 40 miles at a jump and you can dial, and get, your party 100 miles away without charge or operator. Women's clubs do a swell job of keeping the males' eyes focussed on the finer things of life, and the kids love the whole set-up.

About 5,000 people work in Ras Tanura and one in ten is an American, generally with a family. The others are mostly Saudi Arabs who are cheerful, courteous and intelligent. About one-third of the workers keep busy building and maintaining the city, refinery and terminal. Take Abdullah Razaq, for

Office boys are the same the world over. These native mail boys "ham it up" for the author's camera.

WINS HANDS DOWN!

Old Town

SUPER-KLEEN

Spirit Carbon

The truly amazing carbon with the *sealed in* ink. Doesn't rub off on fingers and clothes.

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BECAUSE THEY'RE MADE FOR EACH OTHER

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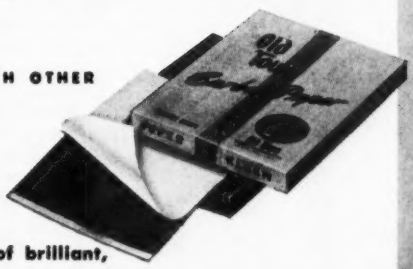

Together they reproduce hundreds of brilliant, high-quality copies in a matter of mere minutes.

That striped carton on this desert delivery truck is a box of tabulating cards. The punched card department is not in the desert but some of the driver's other stops are.

Engineer Chuck Newbury keeps track of the many jobs necessary to build a city.

example. Call him Johnny, like folks in Ras Tanura do. Johnny keeps track of general use equipment which consists of a heterogeneous collection of "gismos" from marking chalk to rotary turbine tube cleaners which are stored in an oil bath. The largest item is a complete mobile tool van. Sectional scaffolding is counted in piles, not pieces or hundreds. All the heavy items like pumps and generators are mounted on wheeled chassis with sand tires. The user simply couples one behind his crew truck and

The author (left) took all the photos in this article and those on the cover. At right is a catch of hamoor, made in the Persian Gulf. If you get up at 3 a.m., you'll find these fish catch and eat about like big mouth bass.

switch from this

to this

Anyone can produce beautiful plastic bound books in these 2 easy steps:

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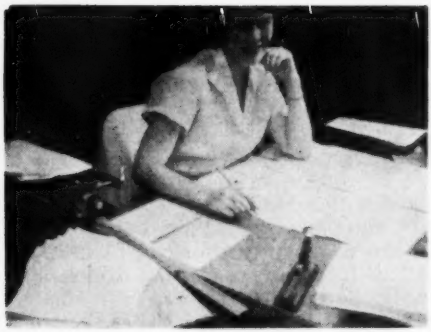


Darcie Williamson is secretary to the superintendent of maintenance and shops who keeps a city and a refinery going.

Promote one Saudi? Secretary Janie Graham and Jim Duffy off to the airport for a wedding and honeymoon in Ceylon.

goes chugging off over the landscape with equipment and men.

The purpose of office work is the same world over. Are the thingumabobs too many to count on your fingers? Are they too big to keep in a desk drawer? Are they scattered over a hundred miles of projects? Then catch a guy who can read, write and see, give him a tally stick or an adding machine, and when you want to know where the stuff is, ask him!

Johnny's job is to get usable equipment to the spot where it is needed, *when* it is needed. He has to ride the phone, check the yard, hustle repairs, keep inventories and make out the waajib (Arab slang for "plenty") reports that are integral to operations. His American office equipment has taken heavy usage but the manufacturers built it to do a job. Johnny does a job too and his boss, Eddie Gelinas, knows it. When Eddie found he wasn't making progress in convincing the company that Johnny was doing an outstanding job and deserved a raise, he asked your author to do a picture procedure of Johnny's job. When the front office saw the pictures (pages 68-69), Johnny got the raise which words had failed to bring.

Chief clerk Siraj Ud Din, who handles details of business with Arab sub-contractors, is shown here doing what most Americans do at least once—dress up like an Arab. This picture was taken to be sent home to his family in Pakistan.

How Westinghouse Controls and Maintains Office Equipment

WALLACE D. BISH
Purchasing Agent, Westinghouse Electric Corp., Pittsburgh.

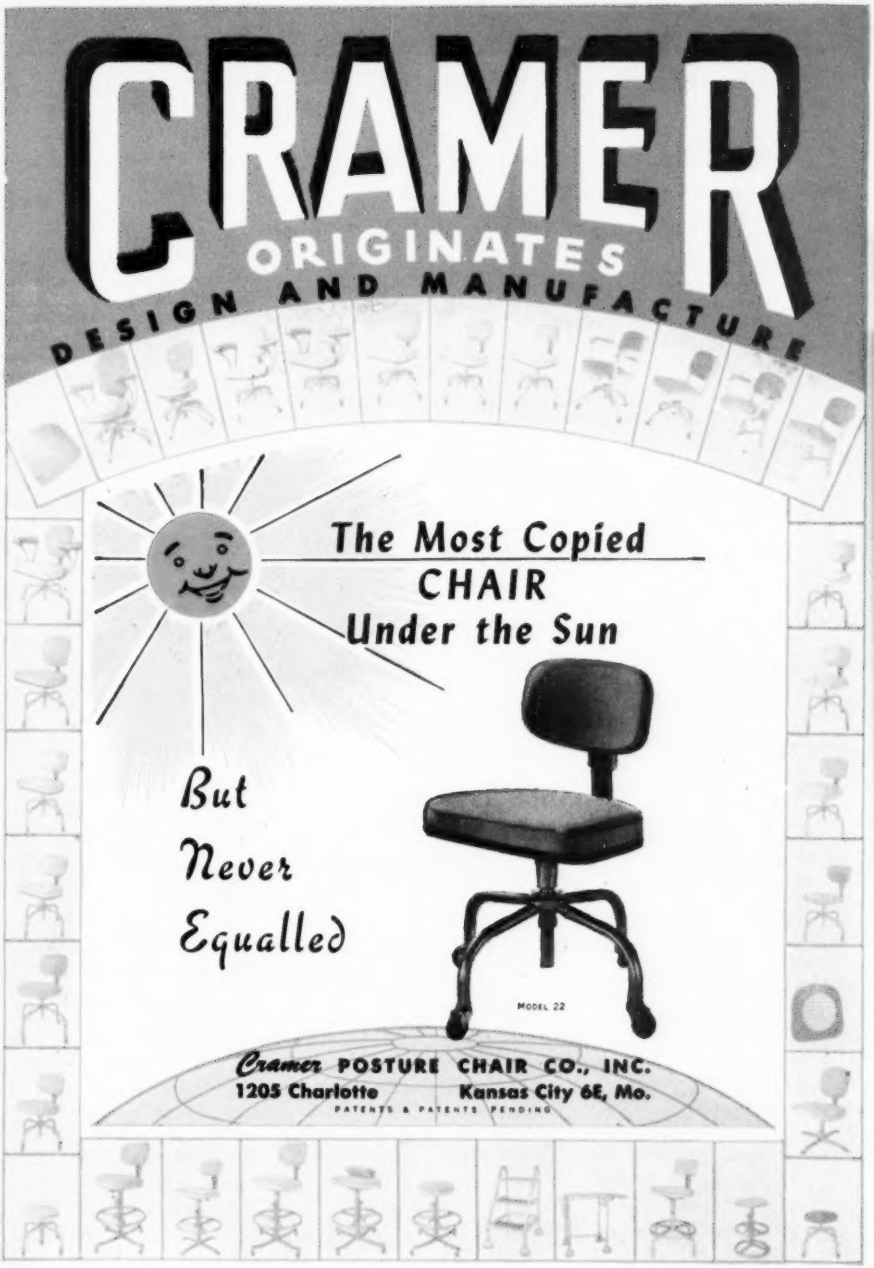
THIRTY to sixty days preceding the calendar year we must make up a list of requests of what we desire to purchase the following year. Our estimates of expenditures are presented to management for approval. These are prepared at headquarters; but are accumulated from questionnaires submitted to all divisions, district offices and subsidiary companies. Requests, preferably in the form of requisitions especially designed for this purpose, are submitted to my office through our previously selected representative at each works and each office. This representative does not devote his full time serving in this capacity. He has other assignments and acting as our contact man is only a small part of his duties.

The requests are analyzed to determine that equipment is essentially needed. Then it is decided as to the proper type of equipment that should be furnished. Pretty generally the equipment is ordered, or some substitute is furnished, since we have confidence in our representatives and in the fact that they have determined the need and essentiality of the equipment before it is ordered. This representative's functions are the same in his local territory as functions for the overall company. We have a man in each division in each works who is responsible for the application of the machine, not the selection of it. He only determines that an adding machine is needed and that that machine is or is not available within his works. If not available, it is then requested from us. If he has it he can furnish it without having to forward the request to us.

At all times he works under instructions from headquarters. It is our representative's responsibility in each division to accumulate surplus and excess equipment notifying headquarters of the availability of these items. He will be informed as to what disposition should be made of them. For example, if we know a surplus adding machine is at Plant A, and a machine is needed at Plant B, we instruct him to ship that machine to Plant B. In either case when a machine is transferred it is transferred at a value. These values are all determined by headquarters. The department or division releasing the machine gets credit and the division requiring the machine will be charged for it at the same amount.

Headquarters maintains quite a large area of floorspace for storage of used and new equipment. In this area are modern shipping and receiving departments. Included in our equipment is a 2½-ton truck and a station wagon. The latter is used for local emergency deliveries as well as a thousand and one uses that can be made of such equipment. Our building is also equipped with a modern railroad siding, large loading and unloading platforms and every other convenience for making our operations function.

New equipment is purchased for stock because of price advantage or the scarcity of material which makes advisable permitting placing orders in advance of present requirements and having the items available when they are needed. Used equipment is brought into this headquarters storage from other works and offices when it is economical to do so. A staff of skilled mechanics on both machines and furniture is maintained at headquarters, where used furniture is refinished and sent out to any of the locations with every resemblance to new equipment in appearance and mechani-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The Most Copied
CHAIR
Under the Sun
But
Never
Equalled
MODEL 22
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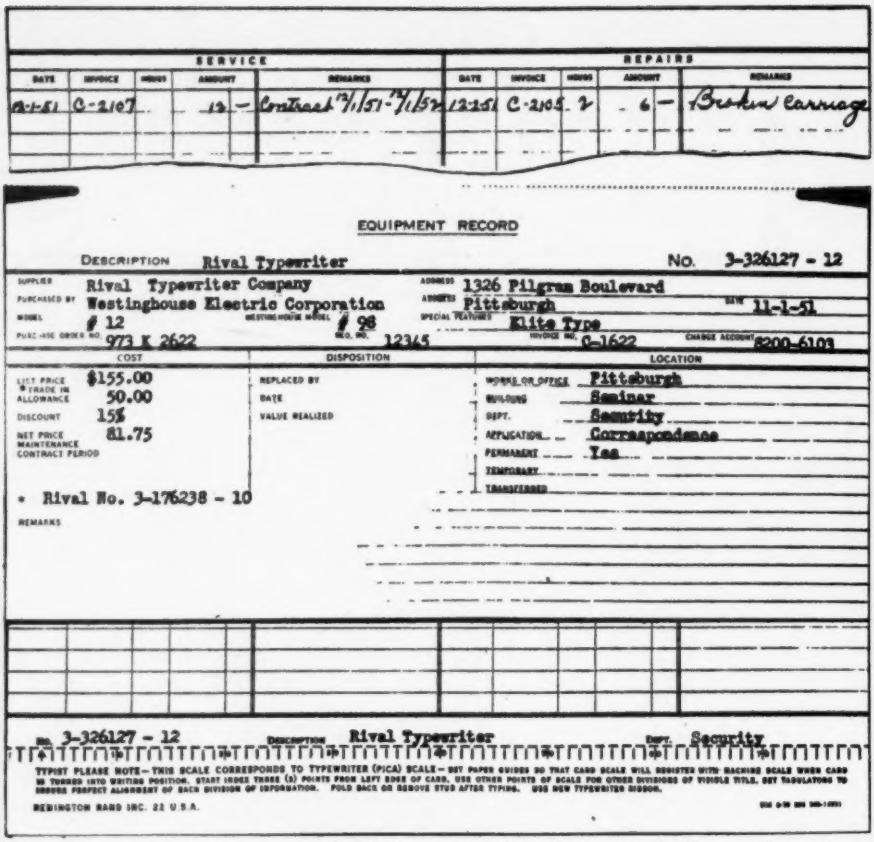
1205 Charlotte Kansas City 6E, Mo.
PATENTS & PATENTS PENDING



SERVICE					REPAIRS				
DATE	INVOICE	HOURS	AMOUNT	REMARKS	DATE	INVOICE	HOURS	AMOUNT	REMARKS
12-1-51	C-2107		12 —	Contract 7/1/51-7/1/52	12-2-51	C-2105	2	6 —	Broken carriage

EQUIPMENT RECORD

DESCRIPTION Rival Typewriter — No. 3-326127 - 12

SUPPLIED Rival Typewriter Company — ADDRESS 1326 Pilgrim Boulevard
PURCHASED BY Westinghouse Electric Corporation — ADDRESS Pittsburgh — DATE 11-1-51
MODEL # 12 — WESTINGHOUSE MODEL # 98 — SPECIAL FEATURES Elite Type
PURCHASE ORDER NO. 973 K 2622 — REQ. NO. 12345 — INVOICE NO. C-1622 — CHARGE ACCOUNT 8200-6103

COST	DISPOSITION	LOCATION
LIST PRICE $155.00	REPLACED BY	HOME OR OFFICE Pittsburgh
* TRADE IN ALLOWANCE 50.00	DATE	BUILDING Seminar
DISCOUNT 15%	VALUE REALIZED	DEPT. Security
NET PRICE 81.75		APPLICATION Correspondence
MAINTENANCE CONTRACT PERIOD		PERMANENT Yes
		TEMPORARY
		TRANSFERRED

* Rival No. 3-176238 - 10

REMARKS

No. 3-326127 - 12 — DESCRIPTION Rival Typewriter — DEPT. Security

TYPIST PLEASE NOTE—THIS SCALE CORRESPONDS TO TYPEWRITER (PICA) SCALE—SET PAPER GUIDES SO THAT CARD SCALE WILL REGISTER WITH MACHINE SCALE WHEN CARD IS TURNED INTO WRITING POSITION. START INDEX THREE (3) POINTS FROM LEFT SIDE OF CARD. USE OTHER POINTS OF SCALE FOR OTHER DIVISIONS OF VISIBLE TITLE. SET TABULATORS TO ENSURE PERFECT ALIGNMENT OF EACH DIVISION OF INFORMATION. FOLD BACK OR REMOVE STUD AFTER TYPING. USE NEW TYPEWRITER DIGEST.

REMINGTON RAND INC. 22 U.S.A.

Westinghouse Electric Corp. uses this foldover record card to control office equipment purchasing and maintenance. The headings on the reverse side are shown at top. (Entries above are fictional.)

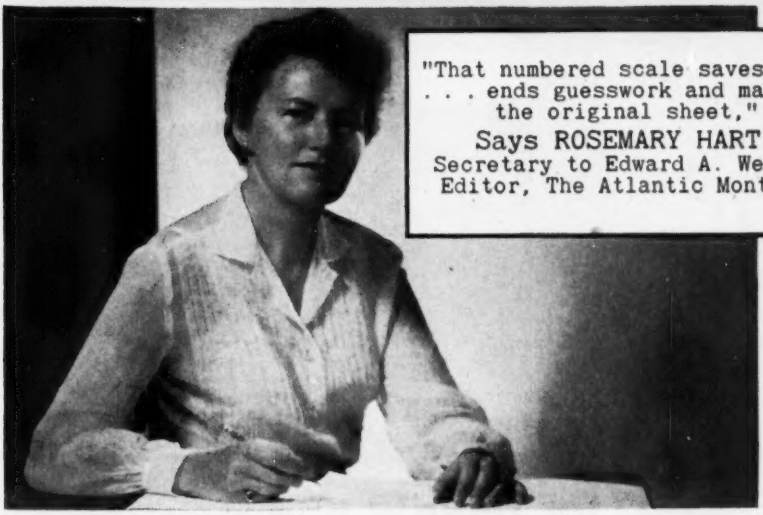
cal condition. Used machines, when received at headquarters, are examined, and it is determined if, with minor repairs, they can be put back into first class condition. This, where possible, is done and the machine is made to serve for many more years. If the machine is in such condition as to require major repairs, it is placed on a shelf until a sufficient quantity is accumulated to justify calling in a second-hand dealer, when they are sold at the highest bid.

To date our return has been more than five times the cost of labor and materials required to do the operation. A complete card record is maintained of all machines bearing the manufacturers' serial numbers. At the present time it has more than 20,000 units. It has not been found essential that we maintain a complete inventory record of furniture, which would necessitate a brass tag or identification of some sort. The need for this information up to this time has not warranted the expense.

On inventory records of machines we record the cost of repairs and mainte-

(Continued on page 156)

Tip From America's Top Secretaries



"That numbered scale saves time . . . ends guesswork and marking the original sheet,"
Says ROSEMARY HART,
Secretary to Edward A. Weeks,
Editor, The Atlantic Monthly

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Cost-conscious office managers know that a secretary's time is wasted when she has to retype letters that have "run over"

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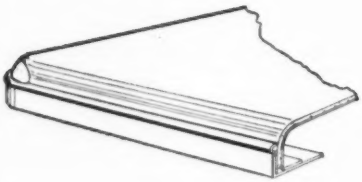

Careful attention to so-called "minor details" are *major factors* in the superiority of Invincible office equipment. The drawing at the left shows details of steel tops on tables and desks in "MODERNAIRE"—the up-to-the-minute line of steel furniture. Note how the linoleum is molded around the attractive curved edge . . . how it is protected by the stainless steel binding, from being scuffed by contact with chair backs or movement of objects through aisles. Corners—where tables and desks are subjected to greatest wear—are protected by stainless steel caps. The entire top and binding fit into the desk rim of angular, heavy-gauge material which is securely bolted to the corners of each pedestal. Rim easily may be removed in case user desires to change the top size of desk at some future time. For detailed information on other construction features which help convince users that Invincible furniture is a wise investment "for better business living"—write the factory direct.

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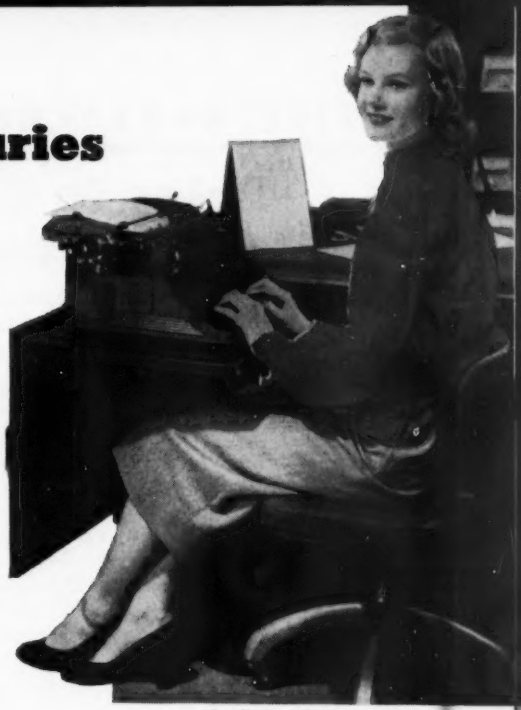
Psalm for Secretaries

REV. MATTHIAS B. MARTIN, S.J.

Dean, College of Arts and Sciences, Saint Louis University.



By Ewing Galloway, N.Y.

WITHOUT competent secretaries most of the leaders in the business world today would look like babbling idiots. It has been said that throughout history women have done nothing that is truly great and yet nothing that was truly great was ever done without women. This is, of course, an exaggeration, but there is an element of truth. It is certainly true in the industrial world today. From the smallest white collar nobody to the biggest vice president and president, all have learned to depend upon capable secretaries and without them would be lost. There is a good reason for this. They are busy and burdened with many different things and, if they can't find capable assistants, must spend much time on small details. They gradually delegate these details to secretaries and rely upon their competence and intelligence to such an extent that they become absolutely helpless without them.

The power of secretaries goes far beyond taking dictation and writing letters. Many an executive comes to rely upon the judgment and prudence of a secretary. And you know what happens when a man permits a woman to help him make up his mind. That power to help the boss make up his mind is a job that many a business rival would pay thousands of dollars for. The power of women in industry is much wider and much more real than appears to the general public. These "powers behind the throne" are very important for the success of business and for the welfare of our society.

It is for this reason that Saint Louis University has begun the program of secretarial training. There is a great demand for competent and high-minded secretaries who will help the businessman and influence him in the right way. We hope that by training secretaries and influencing their minds to think properly, to have proper standards of judgment on matters moral and social, that we can influence industry and society to have proper standards of morality and justice. Our civilization is facing a crisis today which it probably has not faced for many centuries. Anything that anyone can do to help preserve and improve this society is making a contribution which cannot be measured in dollars and cents, because it will last centuries.

Secretaries are trained to occupy a position of power and trust. To discharge their obligations, they must have the qualities necessary for such a position. One of the prime essentials of a good secretary is intelligence, not necessarily the I.Q. of a genius but enough sense to correct the boss's errors. They

(Continued on page 163)

Delay in Getting Funds Prevents Efficient Planning

JAMES A. BARR

Chief, Branch of Management Planning, Bureau of Land Management, Department of the Interior, Washington, D. C.

ON January 21 President Truman sent to Congress a budget of $85,444,000,000 for running the Government for the fiscal year beginning July 1. This is the largest sum requested during any peacetime year for the operation of any single enterprise in the world. Approximately 85% of this sum is used for defense, interest, foreign aid and past wars, payments to veterans, etc., leaving about 15% for such peacetime activities as Post Office, Treasury, Interior and Commerce Departments, and other non-military essential civilian activities. When increased salaries and costs are considered, many civilian activities are receiving less actual money than in former years. The only way for these civilian agencies to continue their operations to the same extent and quality as past years is by improvements, particularly, in office management. This would require that these agencies know well in advance exactly how much money is to be available for their operations.

A substantial part of the budget will be used to operate the largest office organization in the world—the Executive Branch of the Government—consisting of the various Federal departments and agencies with approximately 2½ million employees all over the world. These Government activities include hundreds of thousands of items, familiar ones being the Post Office, veterans claims, income tax returns, social security claims, export and import license matters, oil leases, grazing leases, helium licenses, disposal of old paper money, establishment of parity for various commodities, allocation of steel to manufacturers, etc., etc.

To administer this huge staff efficiently, detailed office planning is necessary. Under the present budget system this is impossible. Most Government agencies work under a tremendous handicap which, for the most part, creates waste and inefficiency and which is beyond the control of the Government administrators to correct. For many years now Congress has been investigating waste and inefficiency in the Executive departments and it has done a good job in unearthing evils and causing corrective action to be taken. A little soul searching on its own part, however, and the correction of some of its own deficiencies would go a long way to permit the Executive Branch of the Government to operate with much better results for all concerned.

The Government budget year, or fiscal year, extends from July 1 to June 30 and always carries the designation of the latter year. Thus the budget for the fiscal year 1953 appropriates money to the departments for their use from July 1, 1952 to June 30, 1953. Preparation of a budget begins two years prior to the year in which it is to be used. Numerous hearings are held by the Bureau of the Budget, acting for the President, and by the various committees of the Congress. Thus, work is always being performed on three budgets at the same time, the one being used for operations, the one requested for the next fiscal year and the one for the fiscal year after that.

During most recent years Executive departments have not known what funds

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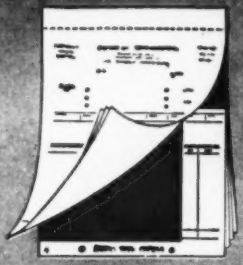

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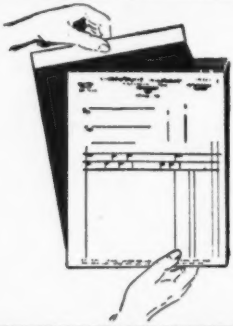

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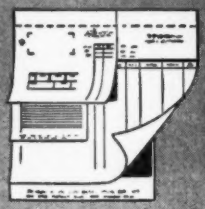

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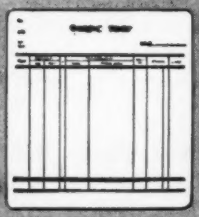

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were available for their operations, including office management, until well into the fiscal year for which the money was appropriated. For the fiscal year 1950, funds were not available until October; for 1951 it was September; for the present fiscal year, 1952, funds were not available until August 31. It is impossible to plan efficiently when funds are not known until the second, third or fourth month of the year in which they are to be used. To prevent the complete stoppage of all Government activities when appropriations are late, a so-called "continuing resolution" is passed which permits the departments to spend at the rate of the previous fiscal year. In many cases this only adds to the confusion, particularly where the amounts finally appropriated are less than originally sought. In such cases curtailment of activities is necessary and this usually means, among other things, a firing of some employees.

Firing Government employees, however, is very complicated because of all the rules, laws and regulations that must be followed. It cannot be done quickly. Various categories or priorities must be established. Veterans, for example, have many rights not enjoyed by other employees. Replacement possibilities have to be developed and many other factors considered before final action can be taken. As all employees must be given a full month's notice before dismissal, it may be two or three months after funds have been appropriated before payrolls can be brought into agreement with the provisions of the appropriation bill. In view of the original delay of Congress in appropriating the funds, in some cases as much as six months of the fiscal year may elapse before the proper adjustments can be made in expenditures. Assuming a reduction of 10% was made by Congress of the funds requested and that adjustments cannot be made until six months of the fiscal year have passed, instead of reducing it 10%, a reduction of 20% will be necessary to make the proper

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reduction for the entire year.

Reduction of personnel is only one of the problems created. Even when the funds have been reduced by Congress, it may at the same time, by enacting new laws, give the particular agency new responsibilities, which is oftentimes the case. Sometimes new and different employees must be hired while employees in other activities are being dismissed. It may also mean the preparation of new regulations and procedures, printing new forms and obtaining other supplies and equipment. All these things take time, especially printing from the Government Printing Office, as that is now giving priority, properly, to defense orders.

Where the funds are not available until the second or third month of the fiscal year another important problem presents itself: making proper use of the funds in the nine or ten months remaining. In many agencies activities are seasonable. This is particularly true with agencies engaged primarily in construction and other outdoor activities, involving surveying, reseeding, reforesting, etc. The best job possible under such circumstances is far from the most efficient one.

Another inefficient result of this original delay on the part of Congress is the need to spend all the money allotted even though this may not be the most efficient use of the funds. Why spend it if it can't be spent wisely? Because funds appropriated for office management for a particular fiscal year lapse if not used in that particular year. If they are not spent during that year they revert to the Treasury and are no longer available to the department to which originally appropriated. Congress, of course, could solve this problem by providing that such funds will be available until used and in some instances Congress has done this.

What do you think would happen to an agency which returned to Congress the succeeding year after having its funds reduced without having spent all

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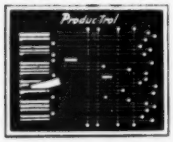

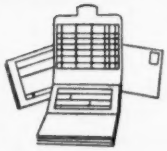

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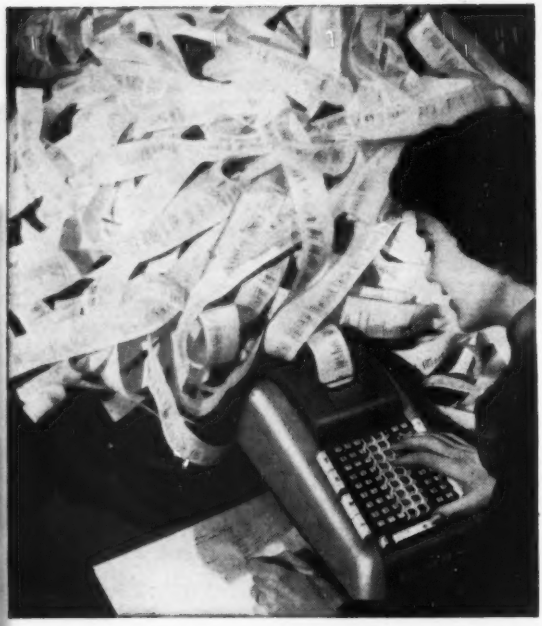

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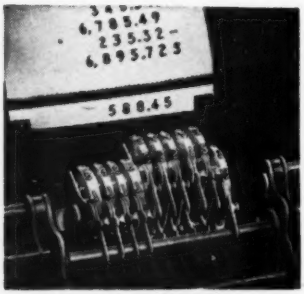

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the funds appropriated to it? It would have great difficulty preventing its budget from being decreased again and thus starting this vicious circle all over. This often serves to penalize an agency for being efficient and partly explains why there is so much heavy spending at the end of the fiscal year for such things as equipment, vehicles, supplies, etc. Of course, it is bad management and we all know it, but as long as Congress handles the budget problem as it does there seems no alternative. Could any modern business operate successfully under the same situation?

Executive departments continually have imposed on them by Congress operating restrictions which again prevent good office management. Two outstanding examples of this are the so-called Whitten Amendment of the Supplemental Appropriation Act of 1952, sponsored by Rep. Jamie L. Whitten of Mississippi, and the so-called Jensen Rider, sponsored by Rep. Ben. F. Jensen of Iowa. Undoubtedly Congressmen Whitten and Jensen were motivated by a sincere desire to save the taxpayer and reduce expenditures but the cost of the maintenance of records necessary to assure each government organization it is not violating these provisions far outweigh any savings obtained while at the same time preventing efficient office management. President Truman has asked that they both be discontinued and it will certainly be to the interest of the government and the taxpayer if this is done. The Whitten Amendment, with some minor exceptions, requires that reinstatements and promotions be made on a temporary or indefinite basis and prevents the promotion or transfer of employees to a higher grade without having first served at least one year in the next lower grade. This might seem innocent and reasonable but results seriously handicap the Government's best interests, particularly in view of the difficulty encountered in recruiting and keeping high type personnel.

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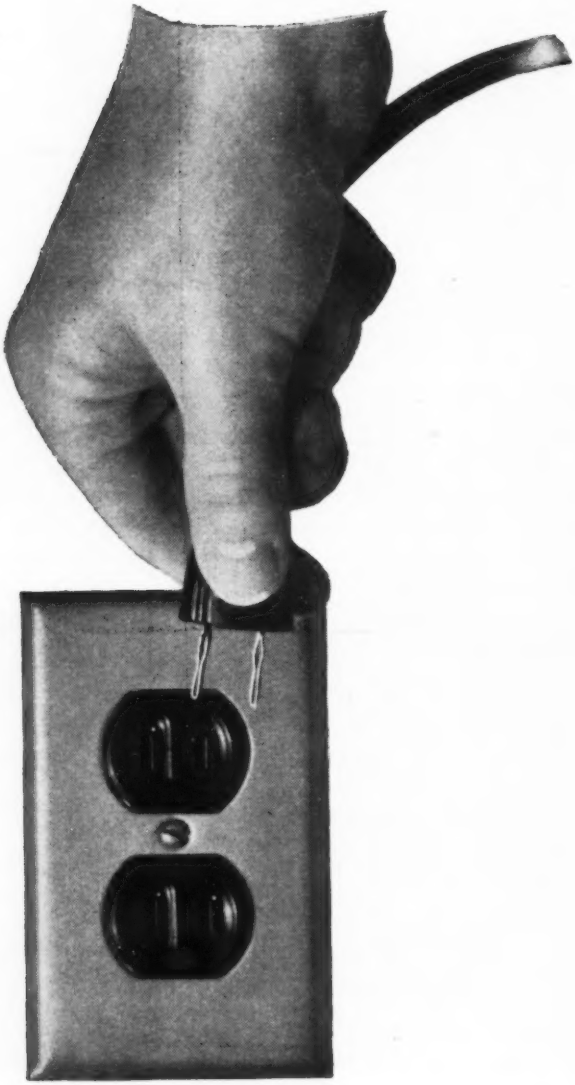

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there were relatively few occasions to take action not consistent with it. However, in those few cases where action inconsistent with it is necessary, it is vital to have freedom to take such action. This is more important during this emergency period than in ordinary times for the complicated situations confronting Washington today demand the highest type personnel. When some department or agency wishes to make the best use of an outstanding employee it should not be burdened with these restrictions. It is now practically impossible to keep him from accepting some of the glamorous offers of private industry.

The Jensen Rider was included in most appropriation acts for the various Executive departments and provided that again, with certain minor exceptions, agencies could fill only one out of four vacancies which occur during the fiscal year until they had reduced the number of their personnel to 90% of the number shown in the budget estimates. This was to insure that amounts expended for personal services would be cut 10%. It literally means that only one out of four vacancies can be filled until this limitation is met. This could make efficient operation impossible, particularly where, in a small pool of stenographers consisting of perhaps six or seven employees, three of them resigned. No one can be reappointed to fill their vacancies until a fourth stenographer has resigned and then only one could be appointed.

Well, what can be done about it? I think a lot, but not until sufficient pressure is brought on the Congress to do it. We elect a Congress every two years. Isn't it logical to have that Congress appropriate money for the period of Congress—two years—so that Government departments would at least have from one full year to 18 months to do intelligent planning, programming and operating? This would not completely cure the ills indicated here but it would reduce them by at least

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50%, a big step in the right direction. If, in addition, Congress would make these funds available not later than May 1 or 15 prior to the beginning of the fiscal year for which they were appropriated, the whole problem would be substantially solved.

While some flexibility might have to be made with respect to dynamic agencies such as the Department of Defense, Atomic Energy Commission and perhaps one or two others, I believe it could be applied completely to practically all the non-war routine civilian activities of Government such as Veterans Administration, Department of Commerce, Interior Department, Post Office Department, Treasury Department and similar agencies.

Your Government is the biggest business in the world. It is to your interest that it be managed efficiently and effectively to secure the best results from our present heavy taxes. To do this it is necessary for any organization to know the resources it will have at its command to perform its responsibilities. These resources include men, money and materials. The farther in advance it knows these things, the better job it can do. Government operations should be based upon principles of sound management and it is the responsibility of all of us to see that these principles are applied.

Making Machines

A TRIP through Remington Rand's 31-acre Elmira, N. Y., typewriter factory is the subject of a sound slidefilm, "Precision—Key to Quality", released for general distribution to the company's branch office, distributors and agents. This 22-minute film profiles the assembly-line manufacturing processes for Electri-conomy typewriters and printing calculators as well as the intricate parts-making operations which comprise a large part of the plant's function. The narrator guides a typical

To make your work look better . . .
Make You look better . . . Always use

LONGHORN

CARBON and RIBBONS

You'll get praises from the boss—you'll look sharp, *be* sharp—when you use Longhorn Carbons and Ribbons. They give your work that extra sharp, extra clean neat appearance that wins friends and influences raises!

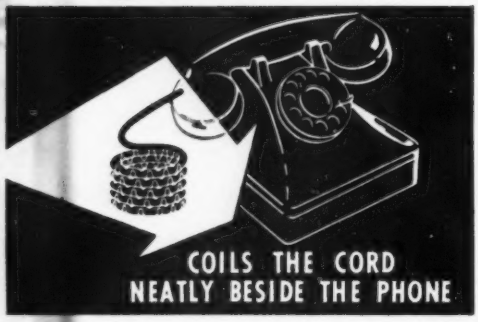
Longhorn Carbon is made in the exact weight and finish to suit your style . . . Longhorn Ribbons have six degrees of inking—one of them just right for your touch.

Boost your work and boost yourself—ask your office manager to buy Longhorn Carbon and Ribbons for your office!

Have You Sent for Your Copy of
WHAT'S YOUR BRAND?
You'll find it fascinating reading—Longhorn's handsomely illustrated little booklet giving unusual facts about famous Southwestern cattle brands. We'd be pleased to mail you a copy at your request.

Amco
AMERICAN CARBON PAPER MFG. CO.
Factories in Ennis, Texas - Chatham, V

END THIS NUISANCE NOW WITH



A MUST FOR OFFICES, HOMES . . .

Positively eliminates tangled and twisted cords . . . keeps the cord from catching on desk corners, drawers, etc. No wonder 500,000 were sold last year to banks, insurance, real estate, government offices, etc.

★ RETAILS FOR 95c . . .

Manufactured of finest steel music wire. Easily installed and guaranteed not to bend out of shape or break under normal use.

Not to be confused with old fashioned wrap-around covers.

If your dealer cannot supply you, send 95c each direct to

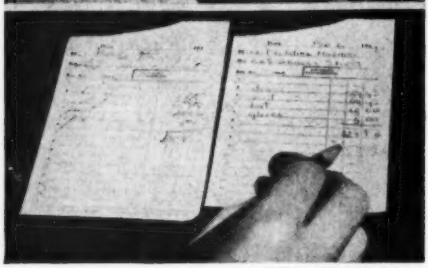
HUFF SALES CO.

911 Western Ave. Seattle 4, Wash.

visitor through the immense factory.

In the punch press department, Harry Spender, the visitor, sees coils of raw steel fed into huge presses which stamp out blank parts, form them and pierce them. He sees these parts hardened, plated and polished, and many of Remington Rand's new manufacturing techniques such as the injection molding of key tops and copper-hydrogen brazing. He visits the type, spring, and gear departments, paint shop and servicemen's training school.

After lunch at the plant cafeteria, Harry goes down both the Electriconomy typewriter and Printing Calculator assembly lines. The narrator describes how the components are first sub-assembled and then channeled smoothly onto the main assembly line, where, piece by piece, the machines take



Wide World Photo

Mrs. Madeline Hosmer Brenner of Atlanta teaches retail store clerks to write legibly. Her style of print-writing saves the stores money by making sales slips so plain and clear that mistakes are cut to a minimum.

When the Freight Claims Agent

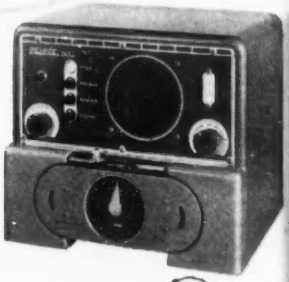
of a great railroad—THE MILWAUKEE ROAD . . .

Says this

serving the vital Midwest and Northwest, and providing outstanding freight and passenger facilities combined with speed and safety.

"We use Peirce Dictation Equipment to help expedite claims correspondence."—Mr. J. H. Andrews, Freight Claim Agent.

About this



You might do this

Peirce Error-Free Dictation Equipment saves time, eliminates errors, speeds work—the simplest, easiest way to cut costs and still do a better dictation job. Remember, only Peirce Error-Free dictation equipment has the miracle 10 year Wire-O-Matic cartridge and many other exclusive features.

Using Peirce Error-Free Dictation Equipment costs less and delivers far more.

Peirce Dictation Systems are installed and serviced by reputable franchised dealers in communities throughout the United States and Canada.

Ask the Peirce dealer in your city for a demonstration (no obligation, of course) or write today to Peirce Dictation System, 1328 Sherman Ave., Evanston, Illinois.

PEIRCE

DICTATION SYSTEM

1328 SHERMAN AVENUE • EVANSTON, ILLINOIS

Mail this Coupon TODAY!

Peirce Wire Recorder Corp.
1328 Sherman, Evanston, Ill.
Gentlemen:
Please send me further information regarding the Peirce Dictation System.

Name.....

Company.....

Address.....*City*.....*State*.....

form. Harry follows them through the various hand and automatic testing operations to the final steps of packing and shipping.

While produced primarily for use among its own personnel, "Precision—Key To Quality" is available with projector on a free loan basis to businesses, schools and other interested groups from Remington Rand Inc., 315 Fourth Ave., New York 10.

Social Security for The Self-Employed

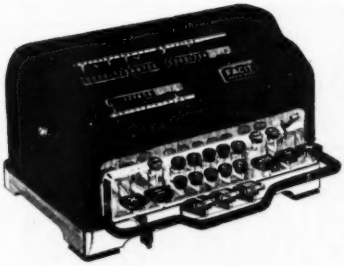
JANUARY 1, 1952, was the anniversary of the first year of coverage for 4,600,000 self-employed under the amended Social Security Act. This requires the sole owner or partner in an unincorporated business to report his net self-employment income earned in 1951, on or before March 15, 1952. Unlike other workers covered by Social Security, the retailer, wholesaler and manufacturer who works for himself does not have his earnings reported by someone else. He does not share the tax obligation with an employer or have his report submitted for him. The self-employed individual or partner is required to report his own earnings and pay his own tax for Social Security purposes when he files his 1951 income tax on or before March 15.

Income from self-employment, subject to certain exceptions, means net earnings derived from a trade or business covered by Social Security. The office supply or equipment dealer who works for himself must report and pay the tax of 2¼% on all such earnings over $400 and up to $3,600 for the year 1951. These net earnings may be from full or part-time self-employment. If, in addition, he has wage earnings from a job covered by Social Security, he reports only that part of his self-employment net earnings which, added to his wages, total $3,600 for that year. If his wages are as much as $3,600 he will not need to report his self-employment earnings. All reports are filed with

Calculating champion in 15 minutes!

Fully Automatic Electric

FACIT ESA-0



It took her only 15 minutes to be the calculating champion of her office . . . thanks to Facit, the simplest fully automatic calculator ever produced. For a Facit no trained operator is needed; after a few minutes' practice *anyone* can learn to perform every kind of calculation with Facit's brilliant 10-key system. Turn tiresome calculating hours into minutes of fun with Facit—the world's most exported calculator.

DUSTPROOF • RUSTPROOF • FOOLPROOF

A BUSINESS PRODUCT OF
AKTIEBOLAGET ÅTVIDABERGS INDUSTRIER

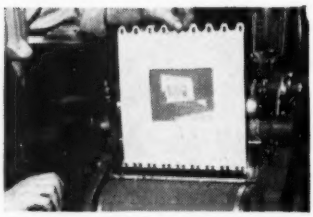
FACIT
MADE IN SWEDEN

U. S. SUBSIDIARY
FACIT INC., 500 FIFTH AVENUE, NEW YORK 18, N. Y. • PHONE: LONGACRE 5-1095

EASY TO PROCESS. Ready in 5 minutes for long runs—3 minutes for short runs. No special processing equipment needed. (no whirling, no graining, no darkroom)

"3M" ALUMINUM OFFSET PLATES WON'T OXIDIZE!

Think of what that means—no scrubbing or etching before exposure or on the press! No scumming during long runs, even on hot, humid days . . . No oxidizing when the press is stopped—no matter how long! And stored plates keep perfectly. You'll get sharper halftones, too, with screens up to 300 lines. And those better solids, richer colors, cleaner highlights and deeper blacks will make each press run a real success.



EASY TO USE. Won't stretch. Won't wrinkle. Will ink up fast. Deliver exact color register — completely uniform impressions — every time. They're ALL-ALUMINUM!

QUICK FACTS:—1. Won't oxidize. **2.** Unaffected by temperature or humidity. **3.** Easy additions or deletions. **4.** Finest quality printing. **5.** Stretch-and-wrinkle-proof. **6.** Handy, safe storage for re-runs.

MINNESOTA MINING & MFG. CO.
Printing Accessories Division, Dept. O-32
St. Paul 6, Minn.

☐ Send *FREE* samples of work done by "3M" Brand PHOTO-OFFSET PLATES. Send full information and price list.
☐ Arrange for a demonstration. We do ☐ do not ☐ make our own plates.
☐ No. and type of presses.

Name.....

Firm.....

Address.....City.....State.....

3M BRAND

Available in 10"x15⅜" for No. 1250 Multilith press. 10"x16" for the Davidson press.

Sensitized Aluminum

PHOTO-OFFSET PLATES

Made by the makers of "SCOTCH" Brand Cellophane Tape

Made in U.S.A. by MINNESOTA MINING & MFG. CO., St. Paul 6, Minn., also makers of "Spherekote" Brand Drawsheets and Blankets, "Spherekote" Brand Tympan Covers & Frisket Papers.

General Export: 270 Park Avenue, New York 17, N. Y. In Canada: London, Ont., Can.

the local Collector of Internal Revenue.

All types of self-employment in a trade or business are covered by this new law. The few occupations that do not count toward social security protection are public accountants, farm owners or operators, doctors, dentists, osteopaths, chiropractors, veterinarians, funeral directors, architects, professional engineers who work for themselves, and a few others.

Before filing the 1951 income tax return, every covered self-employed person will need a Social Security account number. If he never had a card, or has lost his card, he should get in touch with the nearest Social Security office. Blanks can be obtained at any Post Office and mailed to the Social Security office.

Retirement benefits will range from a minimum of $20 to $80 a month. A man and wife retired at age 65 could receive a total of $120 a month. Survivor benefits in addition to a lump sum, are provided for the widow at age 65, to the widow with minor children in her care, children under age 18, dependent husbands and parents. Family benefits in death cases will range from a mimimum of $40 to a maximum of $150 a month.

"But, if you got a raise, think of the higher income taxes you'd pay."

The AMAZING NEW Olympia TYPEWRITER

Rugged and husky in its construction to give years of service, yet smart and modern in design, the new Olympia feather touch light office typewriter invites comparison with any other machine. Make a point by point inspection. Check its many outstanding exclusive features. Note its beautiful finish. And you will be amazed at its reasonable cost!

Made in Western Germany

Dealerships available

Write for Illustrated Literature

INTER-CONTINENTAL TRADING CORP.
90 WEST ST., N. Y. 6, N. Y.

Cut Mailing Costs

MASTER ADDRESSER

MODEL 40

$44.50

(Plus Fed. tax and supplies)

Address envelopes, cards, circulars at a new low cost. Master tape easily prepared on your own typewriter. High quality, ROLLER MOISTENED prints —CONTROLLED fluid flow—VARIABLE margin guide—AUTOMATIC tape advancement.

NEW Master Portable

SPIRIT

Duplicator

ONLY

$32.50

Complete with Supplies

COVER FORMS CARRYING CASE

Low cost, quality-built, SPIRIT DUPLICATOR always ready to reproduce HIGH QUALITY PRINTS of anything you can type, write or draw. ROLLER MOISTENED impression sheets—prints from 1 to 5 colors at once.

At Office Supply Dealers, or write

Master Addresser Co.

6500-0 West Lake Street, Minneapolis 16, Minn.

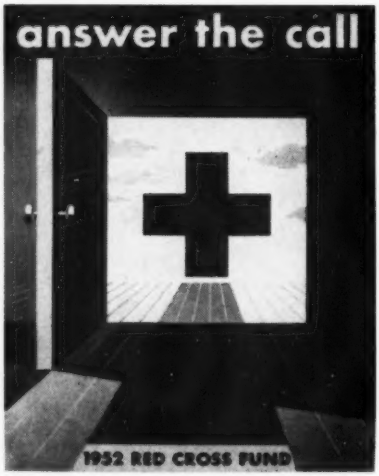
Republic Aviation

(Continued from page 65)

electric typewriters.

As an added innovation, a reference section at one end of the work-flow-desks (near the duplicator) serves to answer thousands of inquiries about purchase orders. Here a reference clerk is seated at her desk in front of a series of black 8½"x11" loose-leaf notebooks which are filed numerically and cross-indexed alphabetically. Inquirers who telephone are transferred to this clerk who reports whether purchase orders have been put through. In other instances she quotes the purchase number of certain orders so that the inquirer may directly call the vendor and ask for progress or delivery date. Purchase order copies, other forms and general paperwork shuttle between this branch and the main office by a company mail truck.

Office work provides the necessary records for ordering and assembling aircraft parts, as well as noting payments due for production. Such records also help simplify aircraft assembly which is a complex operation made up of many small steps. At the same time, this paperwork done by Republic, its sub-



Rock-a-File
MODULAR
Office Furniture and Equipment
... better 4 ways!

NEW BEAUTY

GREATER EFFICIENCY

BROADER FLEXIBILITY

MORE COMFORT

Now it's a fact! Office furniture and equipment that combines efficiency, comfort and *beauty*—Rock-a-File Modular Office Furniture and Equipment. Engineered for efficient use, solid working comfort and warm beauty, Rock-a-File Modular makes any office a more attractive, pleasant place in which to work.

Gone is the old-fashioned, cluttered look of unmatched pieces. Rock-a-File Modular units—desk, file, bookcase, waste receptacle, typewriter cabinet, drawer cabinet and shelf storage cabinet—in wood or steel construction—are designed to fit available space with the maximum in efficiency. Each unit easily connects to companion units in any desired arrangement—making a complete and harmonious furniture layout.

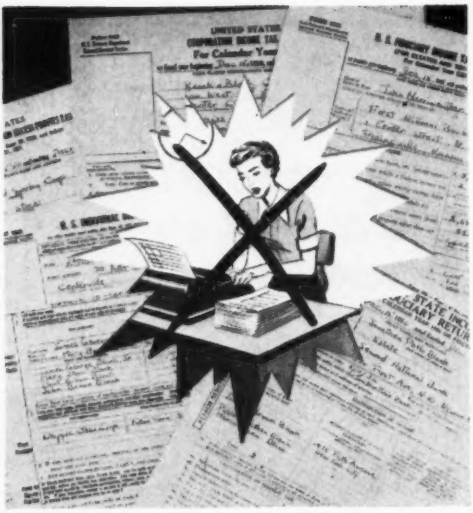
Everybody, from executives to stenographers, will appreciate the efficiency, economy of space, comfort and beauty of Rock-a-File Modular Office Furniture. Available in steel or wood, Rock-a-File Modular steel units are furnished with gray or walnut finish; wood units in genuine walnut only.

For complete details, write today for catalog and price list.

ROCKWELL-BARNES COMPANY
Specialists to the Stationer since 1903
35 East Wacker Drive Chicago 1, Ill.

No typing... No carbons needed!

New COPYFLEX system saves Tax Return time!



The revolutionary new BRUNING COPYFLEX TAX RETURN SYSTEM saves hours . . . even days . . . in preparing returns.

Your "worksheet" can be your tax return and, within minutes, you can get all the error-proof, low-cost, exact copies you need *without any typing or proofreading.*

Tax authorities of bank and accounting groups worked with Bruning in devising this new time- and trouble-saving system of preparing *corporation, fiduciary, individual, excess profits,* and many other tax returns. Leading banks and accounting firms already are using COPYFLEX and enjoying its economies.

Why hire special, costly statistical typists for tax work when you need no typing at all with COPYFLEX? Save this expense . . . and speed production of completed returns and copies as well.

Get the full story. Mail the coupon.

BRUNING

Specialists in copying since 1897

COPYFLEX "50" is easy to operate, handles large volume of tax return copies fast.

CHARLES BRUNING CO., INC.

Dept. P32 Teterboro, N. J.

Please give me full details on how to speed tax work via the Bruning Copyflex Tax Return System.

Name.....Title.....

Company.....

Street.....

City.....Zone.....State.....

contractors and the U.S. Air Force has three far-reaching aspects:

1. The sub-contractor system has served to decentralize the aircraft industry, permitting manufacture of jet planes at other factories if Republic's Farmingadale plant should be bombed out. Through an interchange of paperwork and blueprints, Republic's F-84-F also will be built by General Motors Corp. at its Kansas City, Kans., plant at the direction of the U.S. Air Force, and with Republic cooperation.

2. Diversification of the aircraft industry strengthens our economy and assures continued aircraft production despite unforeseen catastrophes.

3. Small business is encouraged and strengthened, through orders placed with sub-contractors.

By the time an airplane comes off Republic's assembly line it is about 80% to 90% prepaid, through progress payments. Final tabulation of costs for tooling, engineering, production manpower hours, materials costs, and other overhead and underfoot expenses is done on tabulating machines. Cost accounting allocates costs. Accounts payable are paid. Order billings are presented, in completed form, for audit by the U. S. Air Force.

Because Republic follows its systems which were established with Air Force approval, the Government usually does not require carbon copies of all clerical work done at Republic. However, should the U.S. Air Force or a Congressional investigating committee want to verify any reports, it can re-run the tabulating cards which are filed for five years.

Thunderjets start as designs on paper long before they fly into the wild blue yonder at more than 600 miles an hour and higher than 45,000 ft. service ceiling. Lots more paperwork has to underwrite production of these metal warbirds which cost upwards of $150,000 each. Through it all, the office and office workers are at work as Thunderjets complete their cycle in 69 days from blueprints to blue sky.

Strangers to each other

Perhaps . . . instead of remaining strangers . . . we should weigh whether we can be of value to each other! Here are a few facts, so that you might know us a bit better.

You know, of course, that we are one of the *oldest names* in the Carbon Paper and Inked Ribbon field, dating way back to 1895!

Do you know, however, that the "U.S. Line" includes just about every type of business machine ribbon and every form of carbon paper used in business? *Truly a comprehensive line!*

And how about our prices? Frankly the "U.S." Price List is mighty pleasant reading . . . *and we want you to have a copy* . . . just drop us a note anytime!

For Domestic & Export Trade

General Offices & Plant
U. S. TYPEWRITER RIBBON MFG. CO.
621-623 CHERRY STREET
PHILA. 6, PENNA.
Established 1895

By Ewing Galloway, N. Y.

Choosing Colors Logically— As Well As Psychologically

BENJAMIN MELNITSKY

APPARENTLY every human act has a deep, often subtle Freudian connotation; every phase of human environment is related in one way or another to the awe-inspiring subject of psychology. Such being the case, it is not surprising that a good deal has been said about the psychology of color. In fact, so much has been said that it might seem that instead of consulting a decorator when painting the office, the office manager might be wiser to call on a psychiatrist. For example, should an

in 5 seconds

...in 15½ inches

It collates a set of pages every 5 seconds under the usual work conditions . . . In a space 15½" square on any desk or table top. And it is portable.

Like the larger floor type Thomas Collators it provides a constant visible check on the accuracy of the work.

The coupon below will bring you specifications and full information on this new Table-Top Thomas Collator.

THOMAS COLLATORS, 30 Church St., N. Y. 7

Send me Specification Sheet "O" and literature on the new TABLE-TOP Thomas Collator.

Name .....

Company .....

Address .....

another Thomas Collator development

specialists in paper gathering

"ACCO-bound Papers are SAFE Papers"

The ACCO Unit System of Filing

—brings all related papers together at the filing desk. Subsequent file matter during the year is perforated with the standard office punch of 2¾" centers, is filed with the established file unit for "customer" or "subject" and stays in file indefinitely, a secure ACCO-bound unit.

When reference is required the bound unit is drawn from file with assurance that all related papers are together, in proper sequence, and protected from loss or misplacement in the reference and handling that may follow before the file is returned to its drawer or cabinet.

Basic Accessories to ACCO Unit Binding:

ACCO FASTENERS
No. 12 – 1" cap. ACCO
No. 22 – 2" cap. ACCO
No. 324 – 3½" cap. ACCO
(27 other styles and sizes)

ACCO Punch
No. 10 – 2¾" centers (¼")

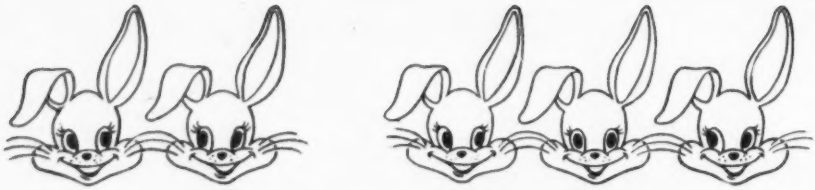
ACCOBIND Folders
of fine Pressboard to fit all systems.

ACCOPRESS Binders
of fine Pressboard for all loose leaf forms. For exceptional economy.

Sold by all Commercial Stationers

ACCO PRODUCTS Incorporated, OGDENSBURG, N. Y.

In Canada: ACCO CANADIAN CO. LIMITED, Toronto



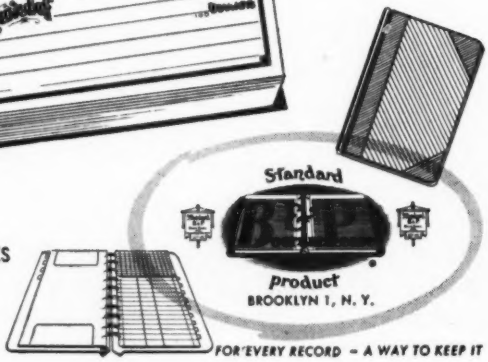
Duplicating or Triplicating

B & P MONEY RECEIPTS

- STANDARD SIZE RECEIPTS
- LITHOGRAPHED ON GOOD BOND PAPER
- ORIGINAL — WHITE DUPLICATES — BUFF
- BLACK LEATHERETTE SIDES
- RED CLOTH BACK
- DUPLICATES THUMB-CUT

- DROP COVER
- HEAVY BOARD

Ask your stationer for
Boorum & Pease Standard Money Receipts
- No. 5154 Duplicating
- No. 5156 Triplicating



FOR EVERY RECORD – A WAY TO KEEP IT

unenlightened (psychologically speaking) businessman decide on blue for the interior of his office, it would please all intellectuals; use of red paint would please the athletes among his clientele; yellow would make the egoists happy and orange would send extroverts into raptures of joy. These startling consequences were predicted in a statement issued by color experts employed by a large company.

However, according to another group of experts, blues are quite depressing even, it must be assumed, for intellectuals. Others state that certain shades of yellow do amazing things to people's systems, bring on nausea as well as other unpleasant consequences. When an airline repainted its yellow and brown plane interiors with greens and blues, the number of airsickness cases dropped precipitously.

When we look to the advertising copywriter, the mind staggers at the psychological effects they attribute to color. One states that the color wine "warms the heart"; another proclaims the color green to be "crisp, clear and cool"; still another attests that blues are "soothing and wonderful calmer-downers" (sic); "paint your rooms green," another states, "and listen, doesn't the room seem quieter?" According to a well-known dress designer: "If your hair is in the in-between-brown-and-gray state . . . you'll find that blues and grays cool it off." Not only will color "cool it off," but, if one delves too deeply into its alleged psychological attributes, color will positively make one's hair stand on end.

If the average reader were to take seriously the statements of these so-called color experts, he might just as well dab a few colors about the office and retire—surely, managing a business would be a minor problem for all-powerful color.

In short, color's amazing psychological properties are to be taken with a grain of uncolored salt. Painting a ceiling ecru instead of egg shell will not re-

NEW! "Punchless" Binder
Saves 80% in Time

Look – No Holes!

SLIDE LOCKS CLOSED

Compare any other method of binding with the new, revolutionary "Punchless". Zip – it's open! Zip – it's closed! No time wasted punching holes and messing with "gadgets". Papers are bound or released by merely pushing two slides.

The "Punchless" Binder is ideal for file folders, sales and service bulletins, catalogs, price lists, house organs, etc. Letter or legal size in red, black or grey with "Punchless" clip at top or side. Order from your supplier or write to Cushman & Denison Mfg. Co., Dept. 0-2, 153 W. 23rd St., N. Y. 11, N. Y.

CADO
"PUNCHLESS" BINDER

HERE'S WHY IT'S PROFITABLE TO SELL!

INDIANA
Autographic
CASH REGISTER

Garages, Filling Stations, Food and General Stores, Gift and Beauty Shops, Laundries . . . any business that does over-the-counter sales in cash or credit can use an Indiana profitably.

Every transaction recorded as it occurs. Gives a complete confidential record of sales by departments or commodities, and an easy, quick cash control.

Capitalize on the sales opportunity that Indiana offers you—write

INDIANA CASH DRAWER CO.
SHELBYVILLE, INDIANA

sult in an outbreak of schizophrenia among workers. Using blue paint on the walls in the reception room will, in all probability, not alienate athletes or ingratiate intellectuals.

According to Dr. David L. Macadam of Eastman Kodak Laboratories, the human eye can distinguish more than 17,000 separate colors. He reports that there are 250 distinguishable colors in the spectrum, besides 10,000 tints of spectral colors and 7,000 additional colors, such as purple, which do not resemble spectral colors. Thus, the terms red, orange, yellow, green, blue, and violet imply not merely six colors but six huge color groups. Stating specific attributes for any given color may be absurd. This does not mean that the psychological action of color on people should be disregarded entirely. Extensive research on color carried on for many years has resulted in many valuable general rules for using colors and color combinations. It would be wrong to underrate the results of sincere color research.

Matthew Luckiesh, a recognized authority, states that ". . . the powers of color are relatively weak compared with other influences. They are weak compared with those of hunger, a good meal, noise, music, dinginess or a luminous interior. However, such influences of color are practically universal and, although relatively weak compared with powerful fundamental factors in the work world, the proper ones may be harnessed for what they are worth."

Any consideration of psychological effects of color must depend on the fact that personal likes and dislikes play a tremendously important role. A man who in his youth was attacked by a brown dog may always retain an aversion to the color because of a conscious or subconscious association between brown and the unpleasant experience. Personal associations are the basis of most of the psychological powers attributed to color. In line with this is the widely accepted fact that

Welcomed by dealers everywhere...

THIS NEW AND BETTER CURL-LESS CARBON PAPER

In the few months since M & V Silk Spun Curl-Less carbon paper was introduced to stationers, its popularity has grown tremendously—and for good reasons. Silk Spun is a superior carbon paper. Once they use it, customers are satisfied with nothing less, because:

- **It's Cleaner**—Silk Spun's CLEAN EDGE helps to eliminate smudged fingers and soiled carbon copies through ease of handling.
- **It Has Better Manifold Ability**—Improved carbon formula gives extra writing strength for many more clear, readable copies.
- **It's More Durable**—Finest imported tissues and superior ink formulas assure longer life, more service, which means greater economy in the long run.
- **It's Eye-Appealing**—Silk Spun's MIRACLE-TONE velvety gray back, colorful back imprint, and attractive packaging, catch the customers' eyes.

Write or call your nearest M & V branch office for a demonstration of this amazing new carbon paper. See for yourself why it's bringing more business to dealers everywhere.

MITTAG & VOLGER, INC.

Park Ridge, New Jersey

Fine Carbon Papers and Inked Ribbons Since 1881

BRANCH OFFICES:

NEW YORK 7, N. Y.
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Amfile BRIEF COVERS

A Complete Line

133 ITEMS

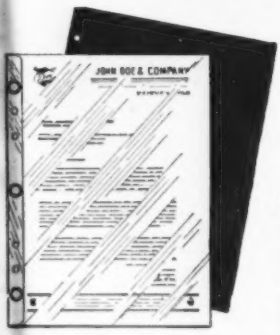
For Every Business and Professional Use

Nothing finer for quotations, specifications, proposals, reports, any kind of presentation by salesmen, research workers, auditors, executives.

Amfile Brief Covers come in attractive colors and in several grades of stock.

- For 11 x 8½" sheets or legal size.
- plain punched holes for loose fasteners or with 3 Amfile attached double-prong fasteners on 4¼" centers.

SHEET PROTECTORS



for 2 and 3 Ring Binders with METAL eyelets

Acetate glamorizes presentation material, keeps it clean, holds it flat. Wipe with cloth to clean. Each protector comes with a black mount, punched to fit binders. A 1" binder accommodates up to 25 protectors.

If your dealer doesn't have Amfile Brief Covers and Sheet Protectors in stock, send us his name and we'll see that you are supplied promptly.

Write for catalog

AMBERG FILE & INDEX CO.

Filing Specialties since 1868

1601 Duane Blvd., Kankakee, Ill.

the majority of women prefer red whereas most men prefer blue (pink and red are traditional colors for baby girls, blue is the color for boys). It is logical that this early color-conditioning determines color preferences expressed in adult life. This factor can be taken into consideration when planning color schemes for areas in the office. Rooms used primarily by women can be painted maroon, coral, or any of the many pleasing shades and tints of red. Areas used primarily by men might be painted in blues.

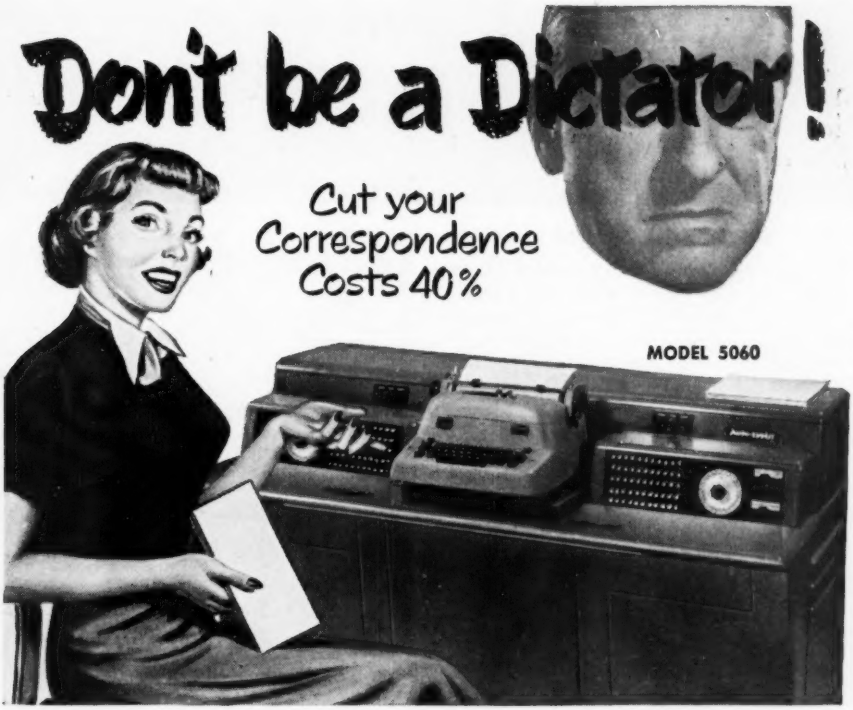
Another obvious association in people's minds is that between colors, and warmth and cold. The sun, hot metal, and most things to do with fire, heat or warmth are usually red, orange, or other colors at the red end of the spectrum. The colors at the blue end of the spectrum are associated with lack of heat. The obvious use for this psychological effect of color is to counteract the adverse actions of climate and temperature. Where the climate is hot and humid, cool colors will make the office *seem* more pleasant. Red and other warm colors will serve to make cold interiors *seem* warmer. This attribute of color is utilized widely in cold storage warehouses, furnace rooms and elsewhere where wide extremes of temperature are to be found.

Man is in many ways a creature of habit. He is at ease in an accustomed environment and just the reverse in a strange environment. This applies to some extent to the color schemes used on building interiors. In nature there are few pure colors and few garish, clashing colors. The harmonious blending of nature should be emulated in planning color schemes for interiors. One of the color schemes recommended by a leading paint manufacturer for offices consists of a light blue ceiling, medium green walls and dark green floors. Within the room are dark brown furnishings such as desks, filing cabinets, book cases, etc. It can be seen that this

(*Continued on page* 151)

Don't be a Dictator!

Cut your Correspondence Costs 40%



EVER FIGURE OUT what a business letter costs? Look at the chart—the top column represents *your* cost. Add your stenographer's time . . . these two items alone account for 78% of your correspondence expense. Nothing to be done? Certainly there is! Let Auto-typist type routine letters, service, collection and the like. Individually typed letters, as personal as your signature.

A TYPICAL BUSINESS LETTER COSTS $1.00	
DICTATOR	.40
Stenographer	.38
Overhead	.16
Mailing	.033
Filing	.015
Stationery	.005
Supplies	.004
Ribbon	.002
Carbon Paper	.001
TOTAL COST OF LETTER	$1.00

Auto-typist Dual Selector contains two large record rolls carrying 100 or more prepared paragraphs. By push buttons, operator selects the paragraphs to be typed, choosing them in any sequence. Auto-typist runs them off just like a player piano . . . stopping automatically, anywhere in the body of the letter, so that names, amounts and dates can be inserted manually. Auto-typist 5060 operates any typewriter, manual or electric.

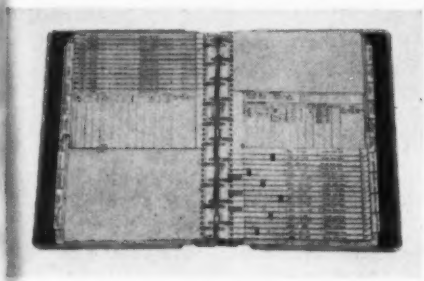
Write for FREE "How to Use" Auto-typist Booklet

AMERICAN AUTOMATIC TYPEWRITER COMPANY
614 N. Carpenter St., Dept. 53, Chicago 22, Ill.

Auto-typist

VISIBLE RECORDS

Wilson Jones Co., 3300 Franklin Blvd., Chicago 24, Ill., makes Shif-Dex Visible Record Equipment for saving time and work, especially with the current scarcity of competent clerical help. Utilizing sight instead of manual operation, Shif-Dex sheets are arranged in the binder with only the lower margins visible. This margin provides key identification for quick location as well as other pertinent information without leafing many sheets since forty different records can be vis-



ible at one time. Celluloid signals in a variety of colors clip to the visible margins for both color and position signaling. Other paper signals in colors provide for special notations, so that Shif-Dex can be used by any department for all types of records. The binder opens flat for a perfect writing surface and has a built-in automatic shift which opens a space at any desired place for inserting a sheet and closes the space when a sheet is removed. Shif-Dex Binders are compact and portable and posting is always at desk level when used with Multiple Unit Racks which allow having thousands of records within arm's reach. Any one of the 2000 records in a binder can be quickly turned to. A wide selection of stock forms is available for use in practically any business

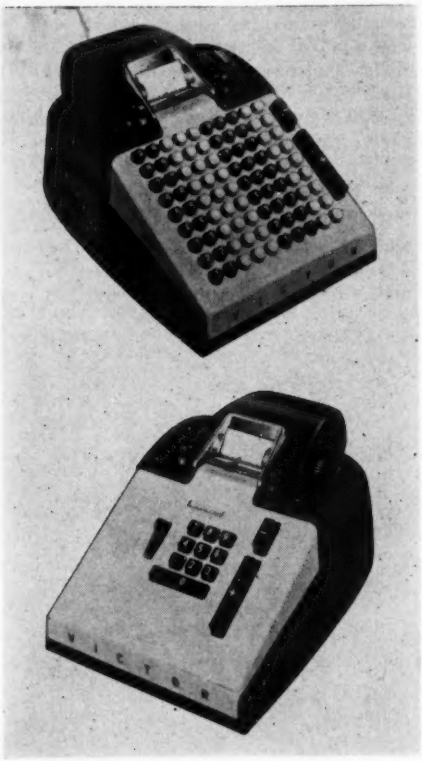
or profession and special forms can be furnished to meet any requirement. Further information from above address.

MACHINE STATEMENT FORMS

Precise Carbon Forms Div. of Whitfield Press, Inc., 359 Jay St., Brooklyn 1, N. Y., makes Precise Carbon Statements for use with all bookkeeping machines. These are made to the user's specifications as to copy and style. Styles include snap-out, folder with as many carbons as required and single statement style with one-time carbon. The fold-over feature allows for easy insertion of the ledger card. Samples of Precise Carbon Statements which demonstrate this fold-over feature can be had from above address.

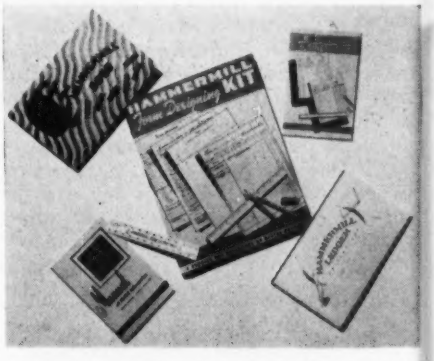
ADDING MACHINES

Victor Adding Machine Co., Dept. OM-352, Chicago 18, Ill., makes Victor Super-Quiet Custom Adding Machines in 10-key and full keyboard styles. According to scientific laboratory tests, the new design showed a noise reduction of 54%. Victor engineers worked closely with sound technicians of Armour Research Foundation on exhaustive tests and experiments to develop these machines. The noise reduction is accomplished by floating the entire inner mechanism so that working parts are isolated from the outside case which heretofore acted as a sounding board to amplify operating sounds. The quieter machines increase office efficiency and lessen operator fatigue for better work with fewer errors. Literature on Victor Super-Quiet Adders can be had from above address.



FORMS DESIGN KIT

Hammermill Paper Co., 1463 East Lake Road, Erie 6, Pa., offers their free Forms Design Kit consisting of a supply of printing specification forms and check lists, graph sheets for accurate form layout, booklet on how to design a business form; plastic ruler with inch, typewriter and printer's scale; manual of paper information and sample books with swatches of bond and ledger papers. Graph sheets are ruled in blue for pica and elite typewriter spacing horizontally and vertically. The complete kit makes it possible for most anyone to do a commendable forms design job while the expert will find these free tools very handy.



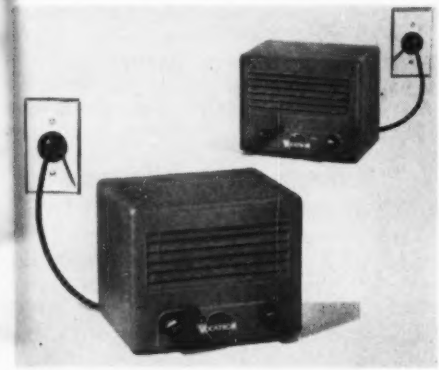
COPYING TAX RETURNS

Charles Bruning Co., Dept. P32, Teterboro, N. J., has developed the Copyflex Tax Return System with the cooperation of tax authorities. It eliminates expensive statistical typing, copying errors and saves time. With the Copyflex system, the accountant's worksheet can be the actual return that is filed with the government. From it the accountant obtains all necessary copies without any typing, proofreading or manual recopying. The tax form printed on translu-

cent paper stock, developed by Bruning, is an exact duplicate of the standard form except that it is printed on one side only, the other side being blank. These forms are not sold by Bruning but can be obtained from several printing concerns. Using this form, the accountant proceeds as usual to fill in all required figures, writing with opaque ink. Instead of this form being a worksheet, it is now the actual return, as he does not need to have it typed to obtain copies for his client and his records. The required copies are made quickly by a Bruning Copyflex machine and both the copies and the original are available for immediate use. If there is a possibility that additional copies may be needed in the future, an intermediate copy can be made on Copyflex translucent paper and used whenever it is necessary to make additional copies. If the accountant desires to have tax return typed, the same procedure is followed and will provide copies faster than if the typist had to align carbon paper and tax forms.

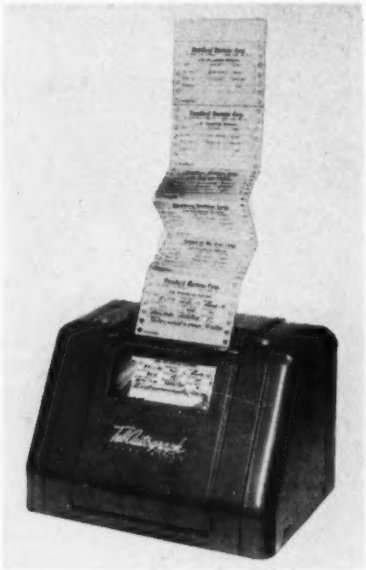
PORTABLE INTER-COM

Vocaline Co. of America, 404 Bristol Bldg., Old Saybrook, Conn., makes the Vocatron simplified, low-cost, loudspeaking inter-com which utilizes the regular secondary AC or DC 105-120 v. lighting circuits as its transmission and therefore requires no wiring or installation of any kind. Just plug it in and talk or listen. Vocatron weighs only 3½ lbs., making it easy to carry from desk to desk or from room to room. All models incorporate a silencing circuit which maintains the unit in a static free state while standing by until it is activated by a signal from another Vocatron station. Since each unit is portable and requires no additional wiring, two or more Vocatrons make up an extremely flexible inter-com or paging system which can be expanded or moved about from outlet to outlet without incurring installation costs. Retail price is $79.50 per pair of talk-listen units east of the Rockies. Literature from above address.



REMOTE FORMS-WRITER

TelAutograph Corp., 16 West 61st St., New York 23, N. Y., makes the TelAutograph Instan-Form Telescriber by which continuous forms are written simultaneously at one or many remotely located points. This eliminates the use of carbon copies, the delivery of copies and the time consumed by such delivery.



While the original form is being manually written, copies of the same form are being written mechanically on machines located at distant points wherever a copy is required. Many forms can be redesigned for use with TelAutograph equipment which is leased to users. Literature illustrating this system can be had from above address.

BOOK VISIBLE RECORDS

Boorum & Pease Co., Dept. O, 84 Hudson St., Brooklyn 1, N. Y., offer a free folder describing B & P Visible Records. It shows how the use of book visible records save 33¾ minutes in each hour's working time compared with blind records. Various features of their equipment are illustrated.

PAPER SHREDDER

Western Reserve Laboratories, 1438 St. Clair Ave., Cleveland 14, Ohio, make the paper Masserator for destroying rec-

ords. The Masserator grinds papers to shreds almost as fine as hair. It operates on 110 v. AC or DC and is 34" high, 14" wide and 11" deep, finished to stand anywhere in the office. Anyone can use it including executives and their secretaries, and its operation is noiseless. A Masserator may be for 10-day trial use. Illustrated literature and sample of the Masserator's work can be had from above address.

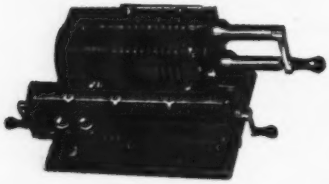
ACCOUNTING MACHINE

Burroughs Adding Machine Co., Detroit 32, Mich., has expanded its accounting machine line with a multiple register Series 300 Sensimatic which remembers as many as 11 different figure totals at once. The machine, which features automatic control of its operations through

a sensing unit, was designed specifically for complex accounting work. The first Sensimatic was introduced in 1950 to fill the needs of medium-sized businesses, between the company's small portable bookkeeping machines and the more highly specialized automatic accounting equipment. The Series 300 Sensimatic opens up new fields of applications, including the most complex accounting. The heart of the Sensimatic machine is the sensing unit attached to the carriage. As the carriage moves, this unit trans-

SINCE 1874
ORIGINAL-ODHNER
HANDY CALCULATORS

"The machine to count on"



The following example shows simplicity and speed of operation.

ONLY ONE SETTING NECESSARY

Simply set levers at "68" and calculate the answer in 25 seconds without setting any other figures.

68 units @ $1.75	*$119.00*
15% discount	*17.85*
	101.15
Less 2½% for cash	*2.53*
	$ 98.62

Compare the advantages of this sturdy, low-cost, portable and efficient calculator with any machines in the field. Why pay more?

Write for Bulletin QO-33

Odhner Sales inc.
IVAN SORVALL, PRES.
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SOLE DISTRIBUTORS FOR U. S. A.

mits a series of rapid fire instructions to the 7,000-part working mechanism. It tells the machine to add or subtract, to select certain columns for printing the answers it has computed, to retain 11 totals simultaneously, to print in red or black. The unit also automatically controls all of the operations of the carriage. Each of these control units has four complete brains to handle four different accounting jobs according to the users' specifications. The operator can switch from one to another by flicking a knob, or she may remove the entire unit and snap another into position, an entirely new set of brains for four totally different accounting jobs. The number of possible variations in programming, by altering the pattern of the steel control fingers in the control unit, runs into the millions. Carriage movement in both directions is controlled by the motor and the carriage can change directions quickly upon a signal from either the control unit or the operator. This enables the machine to print while tabulating in either direction, and simplifies handling of many accounting forms. For businesses with less complicated accounting, Burroughs makes the Series 100 Sensimatic with two memory dials, and the five-total Series 200 Sensimatic. All Sensimatic machines allow easy maintenance since they are made up of nine individual sections which may be quickly removed for repairs and adjustments.

OFFSET DESENSITIZER

Minnesota Mining & Mfg. Co., St. Paul 6, Minn., makes 3M Rapid Desensitizer for short run use with 3M brand sensitized aluminum photo-offset plates, designed especially for runs up to 5,000 copies. Its use permits photo-offset printers to process such plates in a matter of seconds. This desensitizer, a thin, colorless liquid, is applied with a soft sponge and flushed off with fountain solution right on the press. The invisible image picks up ink rapidly, becoming visible once the press is in operation. Retail

DOODLES in the Air*

needed in sports . . .
wasteful in business

*** DOODLES in the Air** are unobserved WASTE MOTIONS . . . needless extra manipulation of hands and equipment in the writing of forms.

American Lithofold *planned* business forms can SAVE YOU 2 HOURS PER DAY PER GIRL!

EXPERT SIMPLIFICATION OF FORMS IS THE ANSWER

Every useless move, every unnecessary carriage return, every avoidable tabulation and alignment is *eliminated* by American Lithofold Systems Engineers. Savings in time and effort are planned to free a girl for 2 extra hours of work a day. Our proof is conclusive — you have only to see it to believe it. Get the facts today!

SEE PHOTOGRAPHIC PROOF IN EYE-OPENING FREE BROCHURE

Tracer-light and stop-watch tests reveal the substantial savings possible with American Lithofold *re-designed* forms. These surprising figures can be duplicated for YOU!

NOTE: Typewriter attachment shown above is special apparatus used only for tracer light tests.

FILL OUT AND MAIL THIS COUPON NOW!

Send us your informative Photographic Tracer-Light Brochure revealing savings possible with your planned business forms. U

Company Name _____

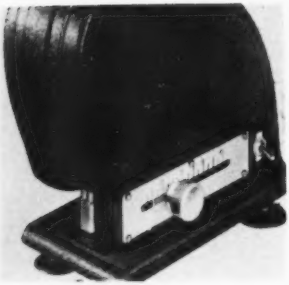
Address _____ Zone ____ State ____

City _____

Signature _____

Staplex
TRADE MARK

the
AUTOMATIC
ELECTRIC
STAPLER



Fast, instantaneous stapling — foolproof action. THE STAPLEX pays for itself in time and labor savings. Leaves both hands free for work!

THE STAPLEX IS NOW IN PROFITABLE USE IN THE OFFICES OF MANUFACTURING CONCERNS OF ALL KINDS, INSURANCE COMPANIES, LAW FIRMS, GOVERNMENT, PUBLIC UTILITIES, BANKS, INVESTMENT HOUSES, SCHOOLS, PRINTERS, LETTER SHOPS, ETC.

Chances are that THE STAPLEX can save you money too!

Write for full particulars.

THE Staplex CO.
TRADE MARK

72-76 Jay Street Brooklyn 1, N. Y.

price is $2.00 per pint bottle. Plates used for press runs exceeding 5,000 copies should be processed with regular 3M brand Image Developer.

STENCIL DUPLICATOR

Marr Duplicator Co., 53 Park Place, New York 7, N. Y., makes the Marr 20th Century Duplicator for maximum production and exact register. It prints sharply and cleanly up to 12,000 sheets an hour. It will print cards, envelopes, light and heavier stocks, mis-cut sheets and folded sheets. It feeds sheets in the manner of

a printing press with the conveyor belts carrying paper stock to a side guide and registering it as it travels toward the printing cylinder. Easy positioning adjustments enable such accurate register that the same sheet repeatedly run through the machine is printed exactly on the previous printing. This accuracy makes possible effective multi-color duplicating on pre-printed forms. Positive single sheet feed (no doubles), non-stop loading, automatic counting (machine stops when run is done) and variable speed from 65 to 200 prints per minute

Ever Try to Row with ONE Oar?

Trying to row with one oar is like trying to operate inside and outside telephone traffic with a single system. It requires two—your regular city 'phones for incoming and outgoing calls, *and* SELECT-O-PHONE for all *inside* communications! SELECT-O-PHONE operates *independently* of your switchboard, requires no operator! And it permits you to talk with from one to 55 inside stations, individually or collectively!

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THE *INSIDE* VOICE OF BUSINESS

GET THE FACTS

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KELLOGG SWITCHBOARD AND SUPPLY COMPANY
6650 S. Cicero Ave., Chicago 38, Ill.

Please rush your new "Hear's How" Booklet that explains how I can benefit from SELECT-O-PHONE Dial Intercommunication.

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The MASSERATOR
for Office Use
DESTROYS
LETTERS & PAPERS

- **Faster than fire**
- **Grinds to shreds as fine as hair**

Guards against leakage of confidential or damaging personal or business information.

Equipped with 1/3 h.p. Motor. Operates on AC or DC current. Noiseless in operation—does not gather dust or dirt.

Price **$385.00** F.O.B. Cleveland, Ohio.

Manufacturer and Distributor

WESTERN RESERVE LABORATORIES
1438 ST. CLAIR AVE.
CLEVELAND 14, OHIO

are other features. The machine and soundproofed cabinet are finished in gray hammertone.

DESK-TOP EQUIPMENT

Bert M. Morris Co., Dept. O-3, 8651 West 3rd St., Los Angeles 48, Calif., offer dealers their latest catalog showing Morriset Desk Pen Sets and Morris Fountain Pen Sets in a wide variety of styles and finishes for all writing requirements. Other desk items in the line are memo holders, ash tray,

moisteners, phone rest, book ends, rubber stamp rack, lettertrays, electric pencil sharpener, cigarette holder, etc. Pen sets can be personalized with user's name and also with trade marks for use as premiums. The catalog illustrates all items and describes each with specifications and prices. The Morris Phone Rest has been improved to fit all phones including the new square type.

OFFICE CEILING

F. W. Wakefield Brass Co., Vermilion, Ohio, offer their free 34-page, 8½" x 11", spirally bound book with drawings, diagrams, architectural and engineering and other data on Wakefield Luminous

Presenting the

New Dual-Action Comptometer

***One machine that gives you the advantages of* two!**

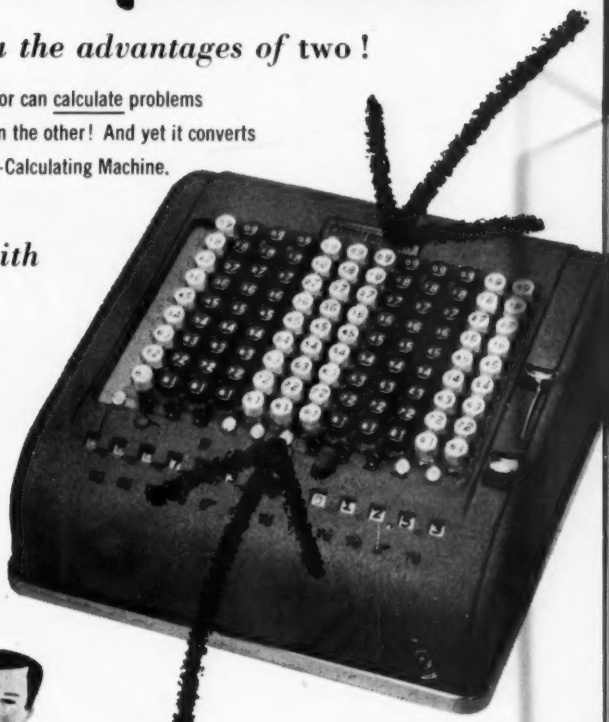
Designed to be "split" in two—so your operator can calculate problems on one side—and accumulate results on the other! And yet it converts instantly into a full-keyboard Comptometer Adding-Calculating Machine.

The only 2-in-1 machine with these exclusive features:

TWO INDEPENDENT KEYBOARDS!
—the new Dual-Action Comptometer can be split at any point into two completely independent registers!

TWO SEPARATE ANSWER REGISTERS!
—sub-totals can be cleared from the right half of the machine without disturbing accumulated totals at left!

TWO CANCELING LEVERS!
—one for each register!



Now available in electric and non-electric models.

PLUS
—3-way Error Control—
Direct Action—Floating Touch
—Giant Answer Numerals—
both answer dials at same eye level.

Comptometer

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ADDING-CALCULATING MACHINES
(electric and non-electric models)

ade only by Felt & Tarrant Mfg. Co., and sold exclusively by its mptometer Division, 1715 N. Paulina St., Chicago 22, Illinois. ices in all principal cities.

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If you'd like a FREE copy of the new Dual-Action Comptometer booklet fill out the coupon below and mail to Felt & Tarrant Mfg. Co., 1715 N. Paulina Street, Chicago 22, Illinois.

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FREE BOOKLET

Here's How To Cut Pencil Costs IN HALF

WITH

Autopoint

TRADE MARK

BETTER PENCILS

Find out why daily, more and more cost-conscious business firms are adopting "Autopoint" Pencils for *organization use*... the famous pencils with "Grip-Tite" Tips that won't let leads wobble, turn or fall out.

By equipping employees with "Autopoint" Pencils, *many cut their pencil costs IN HALF!* And they get a cost-cutting bonus of pencil sharpening time saved, greater efficiency, trouble-free writing. Why don't you save this kind of money? Send for free booklet showing full line of "Autopoint" Pencils, with low quantity prices.

No. 8

No. 6

No. 6 Utility Pencil

Has harmonizing clip, eraser ferrule and tip in silvonite finish. Available in the same style for both standard and "Real Thin" leads.

No. 8 Double End Pencil

Has finger grips colored to indicate color of lead: red, blue, green, purple, yellow or black. Available in the same style for both standard and "Real Thin" leads.

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"Autopoint" and "Real Thin" are trademarks of Autopoint Company, Chicago.

AUTOPOINT COMPANY, Dept. O-3
1801 Foster Ave., Chicago 40, Illinois

Please send me free BOOKLET giving quantity prices on "Autopoint" Better Pencils for Organization use.

☐ Check here to have representative call.

*Name*_____

*Company*_____

*Position*_____

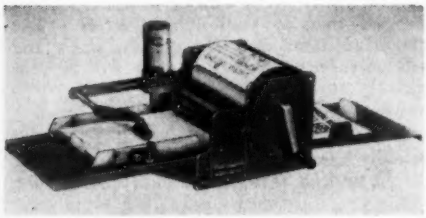
*Street Address*_____

*City*_____ *Zone*____ *State*_____

Acoustical Ceiling which, with optional acoustic controls, becomes integral with the room. It consists of translucent sheets of corrugated acrylic plastic on baffle rails suspended from the fluorescent lighting channels. The ceiling qualifies in the 3-to-1 ratio seeing environment described and visualized. The book includes a brightness study of an office in which the following brightness ratios were established: 1.6 to 1 to 1.3 between task (white paper) and wall; 1 to 1 between task and ceiling's acoustical baffles; 1 to 1.3 to 2.5 between task and luminous sheets; 2.1 to 1 between luminous ceiling and walls. The book points out applications to new construction in which ceiling pipes and ducts are automatically hidden and the use of the ceiling with sprinklers and with air conditioning. Illumination data was determined by engineering studies of a classroom, two offices and a drafting room. There is ample acoustical data. Flourescent lighting on the ceiling is accessible by lifting out a plastic panel. Cleaning time required to take down all panels, re-lamp, clean lamps, wash, and replace panels is approximately 40 man-minutes per 100 sq. ft.

SPIRIT DUPLICATOR

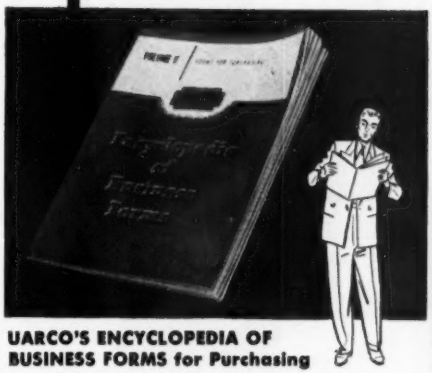
Hectographia Corp., 110 West 17th St., New York 11, N. Y., makes the Hectographia Model AF 51 Liquid Duplicator which has automatic paper feed and



prints up to 150 copies a minute. This low priced, manually operated duplicator has 5-point pressure control to provide precision adjustment for the entire run on any thickness sheets which may be

This Book should be sold . . .

you can have it for nothing!



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Every now and then business is offered a truly helpful book. This is one!

It contains no advertising; only facts . . . thirty-eight pages about your eight basic Purchasing Forms: Purchase Requisition, Request for Quotation, Purchase Order, etc. . . .

• what the form is • why it is used • who uses it • where it originates • distribution of copies • details of design . . . backing up each point with large, clear illustrations of the forms.

This is the first book of its type available anywhere. Its only purpose is to tell you what you should know about Purchasing Forms.

Uarco Offers You This Important Book Free

As a businessman, you will want to understand the function, design and use of your business forms. For that reason alone . . .

Pin This Coupon to Your Letterhead and Mail For Your Free Copy, Today!

Factories: Chicago; Cleveland; Oakland; Deep River, Connecticut; Watseka, Illinois—*Sales Representatives in all principal cities.*

UARCO INCORPORATED

Business Forms

UARCO INCORPORATED
Room 1624, 141 W. Jackson Blvd.
Chicago 4, Illinois
Please send my copy of Uarco's Encyclopedia of Business Forms dealing with Purchasing Forms.

Name.....

Firm.....

Address.....*City*.....*State*.....

MANUFACTURERS·EXPORTERS

Latin America needs more and more of your office equipment and supply products.

These countries are growing and their industries constantly demand more office machines, equipment and supplies with which to perform additional paperwork.

By advertising in the 1952 edition of La OFICINA, you can lay the foundation of a profitable and increasing export business. Latin America is worth a determined and persistent selling effort. It will repay you with steady orders, providing another permanent market.

Below are *just one recent month's sales figures to single countries* in a few office items.

U. S. manufacturers exported last October:
$57,833 of duplicating machines to Brazil
$15,297 of metal filing cabinets to Venezuela
$10,412 of fountain pens to Salvador
$40,023 of typewriters to Peru
$10,215 of office stapling machines to Mexico
$12,409 of carbon paper to Cuba
$60,370 of bookkeeping machines to Uruguay

The 1952 La OFICINA will reach the people spending this money for your products in the Latin American countries,—all the office equipment and supply importers, distributors, dealers, plus the large government and industry buyers,—over 9,000 prospects.

Advertising in La OFICINA should be an integral part of your selling effort. The magazine is retained all year as a guide and reference, so your sales message will be continually productive.

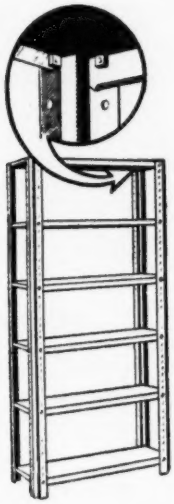
We must receive your advertising reservation this month. The issue will be mailed in early Spring, timed to reach Latin America at the start of their active Fall business season.

Write or call now for information on the low advertising rates, circulation breakdown and a copy of last year's issue.

from post card to 8½" x 14" legal size. Copy can be instantly moved 3" up or down for perfect registration. All moving parts are housed in needle and ball bearings for smooth operation and minimum wear. The machine's side walls are rigid cast metal. Finished in gray hammertone with nickel and chrome trim, guaranteed one year, priced at $129.50 plus tax.

STEEL SHELVING

Neubauer Mfg. Co., 2013 Central Ave., Minneapolis 18, Minn., makes Neubauer Twin-Post Adjustable Steel Shelving. The 16-gauge Twin-Post corners are ac-



tually two posts with three strong corners. Shelves fit tightly and remain lined up. Attractively finished in smooth baked Airline gray or olive green enamel. The 18 and 20-gauge shelves are available in a wide range of sizes. Full information from above address.

INTER-COM BOOKLET

Select-O-Phone Div., Dept. 10-C, Kellogg Switchboard & Supply Co., 6650 S. Cicero Ave., Chicago 38, Ill., offers a free 24-page booklet, "Here's How,"

"DEALER'S CHOICE"
for
BUILDING BUSINESS

Barrett

GRAYTONE MODELS
WITH DIRECT SUBTRACTION

MODEL B192E
Electric Printing Calculator
9-Column Totals up to 9,999,999.99

MODEL B192
Hand-Operated Printing Calculator
9-Column Totals up to 9,999,999.99

EXCLUSIVE SALES AGENCY PLAN!

Some territories now open for exclusive assignment. If interested in securing an exclusive and profitable agency, write for full information.

BARRETT ADDING MACHINE DIVISION
Lanston Monotype Machine Company
24th and Locust Sts., Philadelphia 3, Pa., U.S.A.

TRADEMARK REGISTERED

Jac-a-desk

This Amazing Desk Stabilizer

Makes Typing Easier, Faster!

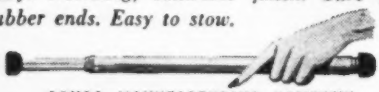
No one can be expected to type decently on a wobbly, slanting typewriter platform. But with a firm, self-locking Jac-a-desk, typing becomes easier, faster, less noisy — mistakes fewer.

$4.50 JOBBERS WRITE

Jac-a-desk has smooth exterior—no protruding locks or handles. Expands from 16" to 30" —high enough to support standard height desk leaves. See your dealer today! Specify Jac-a-desk!

• • •

IMPORTANT! *Before making costly repairs or replacement try Jac-a-desk. Perhaps your typewriter only needs this common-sense support. Up in a jiffy, down in a jiffy—locks automatically. Non-snag, satin-like finish. Sure grip rubber ends. Easy to stow.*



GONCO MANUFACTURING COMPANY
1259 So. La Brea Avenue, Los Angeles 19, California
IN CANADA: Underwood Ltd., 135 Victoria St., Toronto

which explains the many ways that inter-communication systems can be advantageously used in modern business. Conversely it shows how the lack of inter-communication often stalls certain operations.

ELECTRIC STAPLER

Staplex Co., 72-76 Jay St., Brooklyn 1, N. Y., makes the Staplex Electric Stapler which is entirely automatic and operates as fast as papers are fed to it. There are no hand or foot controls.

Stapling position is adjusted by turning a knob and the stapling point is always visible for rapid feeding and accurate stapling. Standard staples are reloaded from the front without removing any part. Machine weighs 12½ lbs. and plugs into any outlet. Illustrated literature from above address.

COLOR SELECTOR

Yawman & Erbe Mfg. Co., 1020 Jay St., Rochester 3, N. Y., have produced a Color Visualizer for planning office furniture and furnishings. Many color combinations can be arranged with this

How to get

"OFF THE HOOK"

on Office Paper Problems

Office papers need no longer mean "office paper problems"... when you make it a practice to standardize on the Atlantic line.

Whether for accounting needs, duplicating or typing, these are the papers that give you the *exact* qualities you require...uniformity, printability, durability.

On your next order, "get off the hook"... try Atlantic Bond, Atlantic Ledger, Atlantic Mimeo Bond and Atlantic Duplicator.

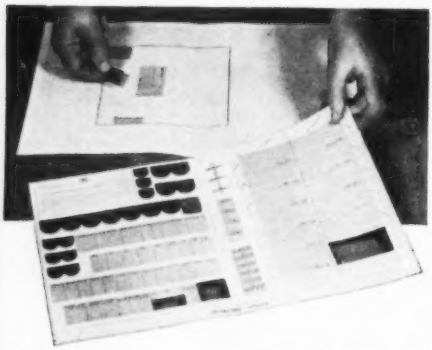
EASTERN E

Eastern's Atlantic Bond

AND OTHER FINE BUSINESS PAPERS

MADE BY EASTERN CORPORATION • BANGOR, MAINE

device to see how an office will look when decorated in a variety of floor and wall coverings, draperies. The visualizer consists of an 8" x 9¾" acetate overlay photograph of an office interior minus



these essentials, plus strips of faithful reproductions of authentic carpets or linoleum reproduced in color; also five basic colored drapes chosen for their accent value. Floor coverings are reproductions of Alexander Smith carpets and Armstrong linoleum. Walls are actual swatches of Du Pont wall paint. To use the visualizer, the office planner flips the color selections until the desired ones are on top; the overlay photograph is then placed in position; the result is a strikingly realistic representation of a completely furnished executive office in full color. To select harmonizing colors, there is a color chart with suggested combinations for each set of furnishings with recommendations. The Color Visualizer is available on loan from Y and E dealers and agents.

PAYROLL SYSTEM

Todd Co., Dept. O, Rochester 3, N. Y., makes a payroll posting board for quick computing of payroll taxes for unemployment compensation and federal insurance contributions which have different annual bases. The FICA taxable wage base is $3,600, and the tax paid by the employer for unemployment compensation

DAY AFTER DAY DENNISON OFFICE AIDS SAVE TIME AND MONEY

Dennison makes dozens of "big little things" that bring better results to hundreds of office jobs such as: keeping records, addressing and marking mail, preparing file folders, assembling binders, mending torn papers.

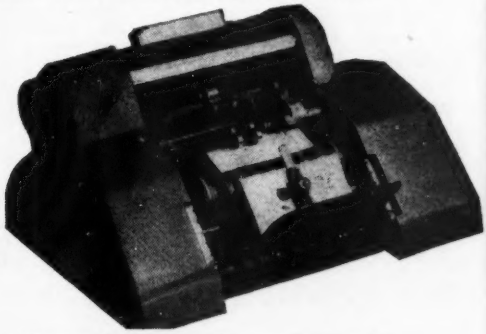
Let these Dennison office aids simplify and speed your work. Call your stationery supplier today.

Dennison Framingham, Mass.

Want something counted?..

Used to take Alice hours to count the coupons that came in the morning mail... even at that, accuracy to the nearest ten was considered right on the nose! ... But then the firm got a Tickometer counting machine, and now Alice's finished in a matter of minutes... not only counts all the coupons in the place, but all the currency on hand in the accounting department plus checks. The new Tickometer optionally does rubber-stamping, marking, endorsing, too.

Does your firm have something that should be counted and/or marked fast, accurately, automatically? ... Get all the facts on a Tickometer!—a machine that handles up to 1,000 paper items a minute... five to ten times faster than manual methods... feeds and stacks automatically... records and imprints both full and partial runs... never makes a mistake!



... counts coupons, currency, checks, tags, tickets, transfers

Saves time and trouble wherever accurate counts are needed, in thousands of stores, banks and businesses... Call the nearest Pitney-Bowes office or send coupon below for illustrated booklet... now!

Pitney-Bowes
TICKOMETER
Counting & Imprinting Machine

PITNEY-BOWES, INC., 3421 Pacific St., Stamford, Conn.
Please send illustrated Tickometer booklet to:
Name.....
Firm.....
Address.....
City.....*State*.....

These Self-Lock Signals on my *SigNaLok* Visible Equipment can only be moved when my Boss and I want to move them . . . a feature found only on *SigNaLok*.

With *SigNaLok* in your office, you'll never be crossed up by accidentally shifted signals, the way I used to be.

Patented Self-Lock Signals are only one of *SigNaLok's ten exclusive features.* If I were you, I'd send today for a sample *SigNaLok* card pocket with Self-Lock Signal and data on all ten features. I hear *SigNaLok* deliveries are prompt.

WASSELL ORGANIZATION, INC.
WESTPORT 2, CONNECTICUT

I would like SigNaLok data and a sample card pocket with Self-Lock Signal.

NAME .....

POSITION .....

(Please attach to your business letterhead)

FOUR WASSELL EXCLUSIVES

PRODUC-TROL for Precision Control in Business

ROTOR-FILE for Time-Saving, Space-Saving Filing

INSTALVELOPE for Improved Time Payments

SIGNALOK for Positive Record Analysis

is on a basis of $3,000. Todd makes it possible to solve mathematical difficulties as part of regular payroll preparation with little extra work. Employer has a complete record of all wages paid, broken down by tax rate classification and provable against his weekly payroll total. The entire process is completed in a few extra minutes while the weekly payroll is being prepared.

AUTOMATIC TYPEWRITER

American Automatic Typewriter Co., Dept. 53, 614 N. Carpenter St., Chicago 22, Ill., makes the Model 5216 Selector Auto-Typist for saving time and money in the smaller office. On repetitive correspondence, such as form letters, collec-

tions and circularizing, a saving up to 40% may be made. Each letter on 5216 Selector Auto-typist, as on other Auto-typist models, is typed at 2½ times the manual rate without error. Operation is simple. The operator merely preselects the letter or combination of paragraphs that have been chosen by the correspondent and the Auto-typist 5216 automatic-

FOR PERFECT COPIES, USE

TARA *a Distinguished* CARBON PAPER

Shipping department, billing department, the boss's confidential file . . . every duplicate is a *perfect record* when you use TARA. 100% rag tissues with hard, clean surface mean sharp, accurate reproduction and easy reading. No smudging, no fingerprints, faintness or blurry erasures. Yet TARA's brighter writing and longer life cost you no more than ordinary carbon papers.

The carbon with a perfect record

Exclusive Silver Shield Non-Curl Backing

PROVE IT NOW!

No matter how many copies you usually make, try TARA . . . FREE. Mail the coupon now for free samples without obligation.

THE AMERICAN CARBON PAPER CORP.
1313 West Lake Street • Chicago 7, Illinois

SEND FREE SAMPLES of TARA CARBON PAPER and prices for use on..... typewriter for..... (number of) copies.

Firm Name.....

Address.....

City.....Zone.....State.....

Individual's Name.....

I clean my LINOLEUM DESK TOP

in 2 minutes . . . with

LINO-KLEEN

No water—no soaping—no rinsing — eliminate sloppy pails. Simply apply this chemical cleaner a few minutes each week . . . and your linoleum desk tops look like new—restores original non-glare, non-gloss finish. Anyone can clean their own desk top without getting soiled — LINO-KLEEN makes cleaning a pleasure. Keep a bottle in each desk.

• Write for FREE trial sample.

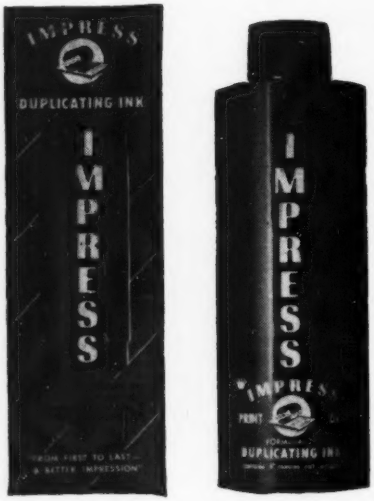
Dealer Territories Open.

WIEMER'S, Inc.
70 Vernon St., Bridgeport, Conn.

ally picks out the letter or paragraphs and types it without further attention. If personal fill-ins, such as dates, names or places are to be inserted, Auto-typist stops at predetermined point and fill-ins are typed manually. Then Auto-typist finishes the letter. Compact, space-saving design and versatility mark this model. Space-saving dimensions are: 28″ wide, 30″ deep, 33″ high. Engineered for electric typewriters exclusively, the Auto-typist 5216 has 16 Selector Buttons for automatic selectivity of letters or paragraphs. Equipped with a master record roll that carries 16 or more letters or paragraphs, depending on the length, any number of letters and any choice of paragraphs are made possible because in less than a minute a new record roll perforated with different letters or paragraphs can be inserted.

DUPLICATING INK

Print-O-Matic Co., Merchandise Mart, Chicago 54, Ill., offers their Impress Print Dry Duplicating Ink Formula 27,



distributed in an 8-oz. plastic squeeze-bottle. A gentle squeeze of the unbreakable bottle feeds the right amount of

The Safety Vault Alone . . . is worth the entire cost of this cabinet.

The "AUDITOR'S" File No. 478

Contains: Two double index drawers for 3" x 5" or 4" x 6" cards (6400 capacity); card drawer can also be used for cancelled checks; two ball-bearing, full width, letter size drawers; a safety vault (no keys necessary, only you know the dial combination); three adjustable storage compartments under lock and key. Size 37½" high, 30½" wide. 17½" deep. Cole gray baked enamel finish.

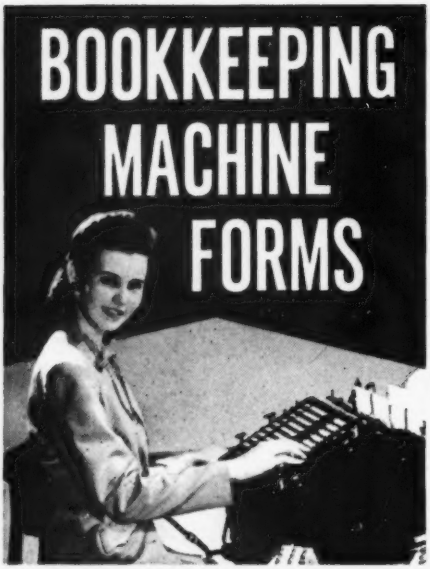
$72.50

With plunger-type lock which automatically locks all drawers.
No. 478PL **$81.00**

The above cabinet with four letter size drawers, instead of two. (The additional drawers replace the lower storage compartment.) No. 474 ..... **$77.90**

PRICES SLIGHTLY HIGHER IN TEXAS, COLORADO AND WEST OF THE ROCKIES

COLE STEEL EQUIPMENT COMPANY
285 Madison Avenue, New York 17, N. Y.



Your machines are stymied without forms that are **ACCURATELY** *printed!*

■ Your bookkeeping machines represent a substantial investment and to function properly and speedily they MUST have properly aligned and printed forms.

■ We specialize in producing bookkeeping machine forms which are accurate and printed in hair line register. These forms are produced by our staff of experts who possess a proven record of achievement for a long list of most exacting clients.

★ **call us** for review of your forms and systems

Business Forms
Carbon Interleaved Forms
Pegboard Systems
Duplicating Systems
Bookkeeping Machine Forms

Mercury Printing Company
200 HUDSON STREET, NEW YORK 13, N. Y.
WAlker 5-5604

ink to the duplicator cylinder. Hands stay clean and inking is faster, easier and more economical since withdrawal of pressure on the container stops ink flow. The ink is made by Ink Specialties Co. for Print-O-Matic and is waterproof, fast color, and prints dry since it dries as it leaves the duplicator cylinder. This eliminates offset, smudging and slipsheeting. Sold on a money-back guarantee, Impress Ink will not harden cloth pads of machines nor will it clog or deteriorate stencils, nor corrode metal parts. Free from separation or spreading, it eliminates oily outlines on the printed copy. Designed for open and closed cylinder duplicators. Easily washed off operator's hands with ordinary soap and water. Further information and prices from above address.

DESK-TOP CLEANER

Wiemer's, Inc., 70 Vernon St., Bridgeport, Conn., announces Lino-Kleen for cleaning linoleum desk tops. This chem-

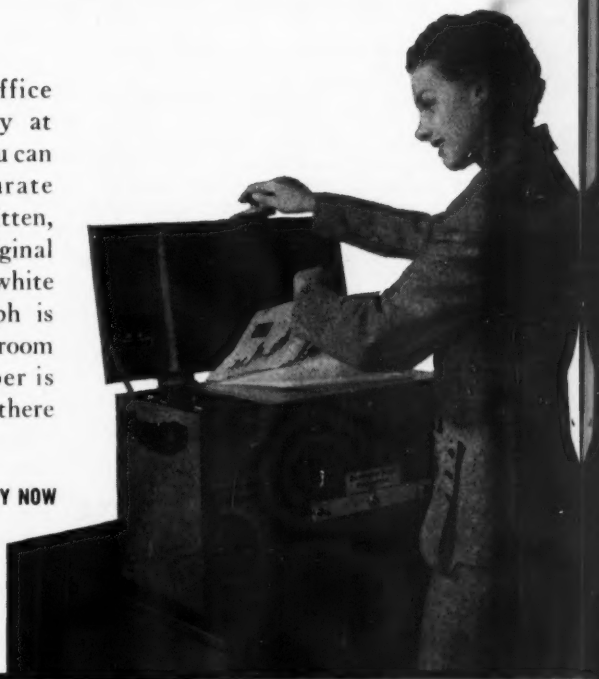
ical cleaner does the job in a few minutes without water, soap or rinsing. It restores the original non-glare, non-gloss finish and can be used by anyone at any

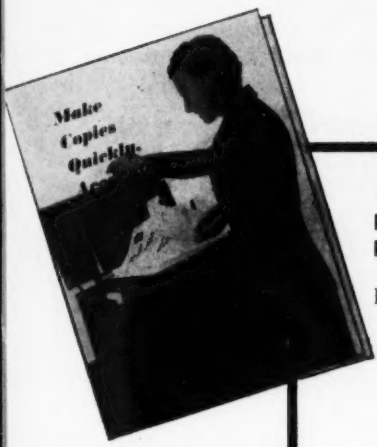
cut clerical costs

save hours spent typing duplicate copies
eliminate proofreading and corrections
free typists for higher-skilled work

WITH PORTAGRAPH you lower office costs and increase efficiency at the same time. In seconds you can get clear, complete, accurate photocopies of anything written, printed, or drawn. The original can be one or two-sided, on white or colored stock. Portagraph is simple to operate. No darkroom is needed. Portagraph paper is pre-cut to standard sizes—there is no trimming waste.

FREE NEW BOOKLET—GET YOUR COPY NOW





Remington Rand INC

Management Controls Reference Library
Room 1723, 315 Fourth Avenue, New York 10, N.Y.

Please furnish free copy of the new Portagraph booklet (P-307).

Name_____

Company_____

Street Address_____

City_____ **Zone**_____ **State**_____

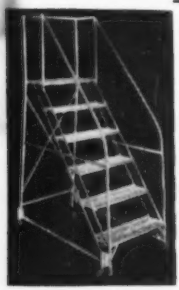
DESTROY
CONFIDENTIAL RECORDS, DOCUMENTS, BLUEPRINTS, DRAWINGS WITH
SHREDMASTER
SHREDDING MACHINES

SHRED paper, textiles, rubber, cellophane, aluminum, tin foil and other materials.

Operates — Quietly — Cleanly — Safely. Little maintenance required.
Shredding of confidential records important to plant security.
Shredding your paper and other materials provides more resilient high quality packing material — enables re-use of high cost materials for other purposes.
SHREDMASTERS are selected and used by leading concerns and government agencies.

Three models — for all requirements.
Write for complete information.

THE SHREDMASTER CORPORATION
Dept. O-3
211 Willoughby Avenue, Bklyn. 5, N. Y.

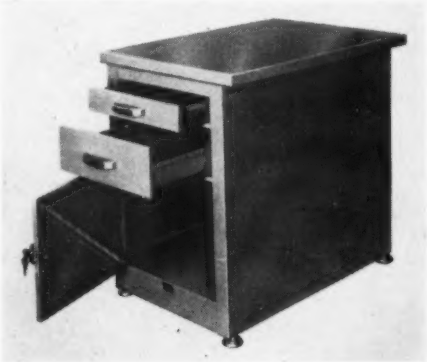


COTTERMAN WELDED STEEL SAFETY LADDERS
For Filing Rooms, Stock Rooms, Vaults.
Strong—Easy to Move
Easy to Climb.
Mounted on Swivel Brake Casters which allow the ladder to be rolled freely when no one is on it. When you step on the ladder the rubber cushioned legs rest on the floor and prevent rolling. Made in 7 heights—2 widths.
Send for Circular 51-0 and prices.
I. D. COTTERMAN, Mfr.
4535 N. Ravenswood Ave.
Chicago, 40, Ill.

time without soiling the user's hands and clothes. A free trial sample of Lino-Kleen can be had by writing the above address.

KEY PUNCH DESK

Monarch Metal Products, Inc., 724 S. Columbus Ave., Mount Vernon, N. Y., makes the M602 Key Punch Desk which is especially designed for key punch operators. This desk takes little space and offers the operator ample provision

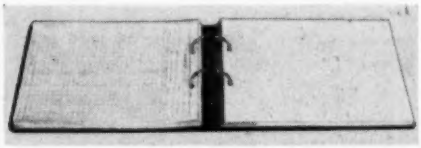


for all her tools and personal belongings. It has two 24¾″ x 12 3/16″ drawers (2⅜″ and 4″ high) and a 13″ x 25″ x 11½″ compartment with door equipped with lock and key. The 27¼″ x 19″ top is covered with gray linoleum and height of top is adjustable from 26″ to 28½″. Gray wrinkle finish, list price $58.95 f.o.b. above, shipping weight approx. 85 lbs.

THROW-BOARD FILES

Whirl Binder Co., 111 East 4th St., Pueblo, Colo., makes Whirl Roll Over Paper Files in which the sheets move with the rings instead of the paper moving while the rings are stationary. Sheets can be added or taken out by simply opening the rings at the desired place. Their semi-automatic throw boards adjust to the amount of paper carried in the file. Boards are made of non-warp-

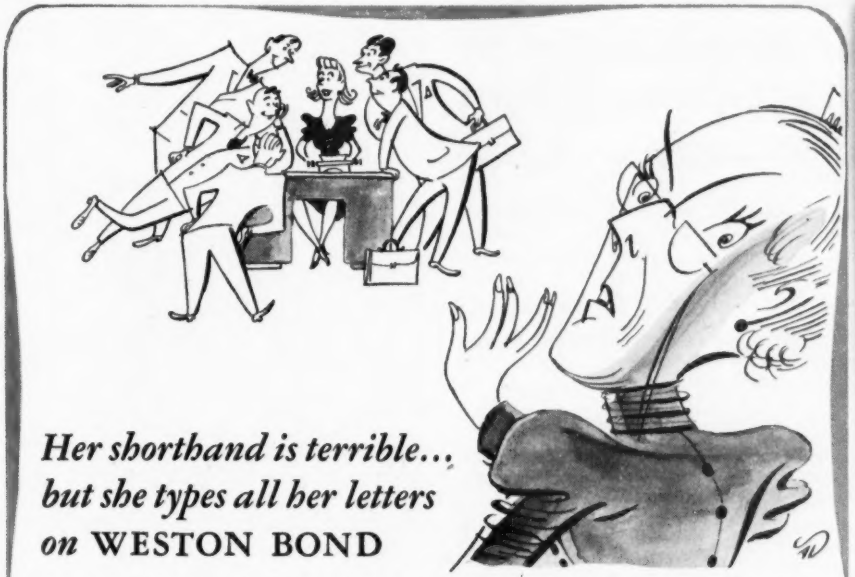
ing wood fibre with rings and throw board solidly attached for smooth operation. They cannot chip, crack, split or



splinter; have rounded corners and 2½" capacity. Rings are 2¾" apart. Pages lie flat when open and punched holes do not tear out. Ideal for outdoor use because the wind cannot rip out papers. Available for 6" x 9", 9" x 6", letter, and legal size sheets; special sizes made to order. Illustrated literature and prices from above address.

POSTAL RATE CHART

Commercial Controls Corp., 1 Leighton Ave., Rochester 2, N. Y., offers a 1952 Postal Rate Chart showing new rates



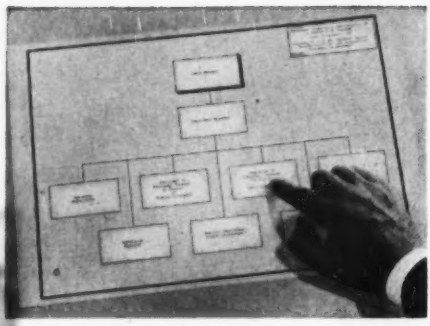
Her shorthand is terrible... but she types all her letters on WESTON BOND

Any letter looks better on WESTON BOND, a rag content paper. Made by Byron Weston Company, one of America's oldest and most famous papermaking families. High in quality, low in cost, a favorite with all paper buyers and users. Made by Byron Weston Company, Dalton, Mass. Write for sample book. Address Dept. OF.

WESTON BOND *Envelopes are made with* GRIP-QUIK *instant sealing flap gum*

WESTON BOND

Made by the Makers of OLD HAMPSHIRE BOND, BYRON WESTON CO. LINEN RECORD
and a Complete Line of Papers for Business Records



Amazing New Method for Making Organization Charts

Simpler • Quicker • Better!

Good organization charts let everyone know what is expected of him. If your organization charts need bringing up to date, or if you have no such charts, CHART-PAK can help you.

Professional charts can be made quickly, economically by you, your secretary, or any member of your staff—by the

CHART-PAK METHOD

Here's all you do: On a Chart-Pak board, plan the kind of chart you want. Select the proper Chart-Pak materials. A little typing, arranging and finger pressure does the rest. That's all there is to it. Your chart is ready for presentation or reproduction.

And Note This: Your organization charts need not be out of date tomorrow. They will always be current because any portion of a CHART-PAK chart can be quickly changed or corrected at any time.

ATTACH TO YOUR LETTERHEAD

Send me descriptive brochure on the Chart-Pak Method for Statistical Charts ☐ Organization Charts ☐ Office Layouts ☐

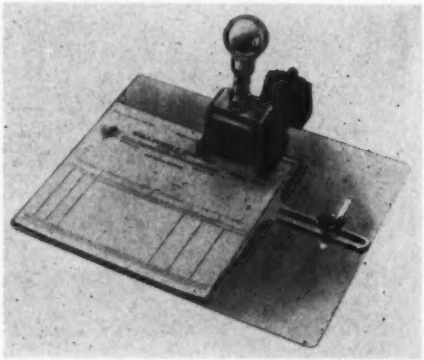
CHART-PAK, INC.

104-Y Lincoln Avenue, Stamford, Conn.

and limitations. This 17″ x 22″ wall chart is printed in two colors in easy-to-read type. In addition to the comprehensive sections covering surface and air parcel post, it includes detailed information on first, second and third class; special delivery; special handling; registered; surcharges; insured and C.O.D. rates. Charts are available for 25 cents in coins to cover handling.

CARBON FORM NUMBERER

Wm. A. Force & Co., 64 White St., New York 13, N. Y., makes a Carbon Print Numbering Machine with which carbonized forms are numbered accurately and legibly through many copies by the use of an extra heavy steel handle



and deeply engraved gothic figures. An adjustable gauge locates the number in any desired position on the form. Chrome plated platform assures ease and speed in operation.

GUMMED FLUORESCENT LABELS

Dennison Mfg. Co., Framingham, Mass., announces that the addition of fire-bright Day-Glo daylight fluorescent paper has made it possible to bring new brilliance and attention value to Dennison gummed specialties. Dennison Gummed Stars and Dots are now available in assortments of fire orange, saturn

yellow, signal green, neon red, arc yellow. Caution labels: "Glass," "Handle with Care," "Fragile," and "Special Delivery" come in fire orange printed

black. Air Mail Labels are printed in blue on fire orange stock. Stars, Dots, Air Mail and Caution Labels retail for 10c per envelope. Large Glass and Fragile Labels are 35c per pad.

STAPLER DISPLAYS

Arrow Fastener Co., 1 Junius St., Brooklyn 12, N. Y., offers dealers eye-catching counter and window displays

for Arrow 202 and 105 Staplers. Designed in 8½" x 11" size to take little space, the displays are printed in three colors with a gleaming finish. Window stickers

U.S. Patent No. 2,522,111

FOLLOW THAT ERASURE THROUGH!

with ALLEN-QUIK TWIN ERASING SHIELD

Keep your carbon copies as neat and clean as your original copy. Not in the old fashioned and time-consuming way with bits of cardboard or metal, but in the new, easy Allen-Quik way. The long handle and unique twin design make this shield the clean, quick way to smudgeless carbon copies. Allen-Quik, made of non-curling Vinylite, is fast becoming a favorite with typists everywhere.

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NO WASTE WORDS . . .
Make Long Story SHORT!

Use . . .
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One-Time Carbon-Interleaved
BUSINESS FORMS
For SPEED . . . ACCURACY . . ECONOMY
in office and factory record-keeping activity.
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TAILOR-MADE . . . to meet your special requirements.
Snap-Easy Sets • Continuous Forms
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Exclusive, but Not Expensive!
Expert Staff . . . Complete Facilities . . .
Prompt Service . . . . Reasonable Prices!
Make your next office form a Snap Easy
SOLD THROUGH DEALERS
For Prompt Quotations, Write Today!
Arthur J. Gavrin Press, Inc.
DEPT. O, GAVRIN PRESS BLDG.
New Rochelle • New York

for their authorized dealer plan are also available in vinyl plastic which adheres to any surface by pressure and is easily removed for reuse. This is printed in four colors with self-adhesive on both sides.

LINE MAGNIFIER

Rite-Line Corp., 1025 15th St., N. W., Washington 5, D. C., offers a line magnifier attachment for use with the standard Rite-Line Copyholder. Made of un-

breakable Lucite, this makes it easier for the typist to read much smaller type and documents not readily legible to the normal eye. It also facilitates reading ordinary copy and is restful on the eyes. Retail price of the line magnifier attachment is $4.

ADDING MACHINE

The Dealer Sales Division of Remington Rand Inc., 315 Fourth Ave., New York 10, N. Y., has announced release to dealers of a 7-column list, 8-column total, 10-key electric adding machine with direct subtraction. Designated the Model 9382-5, this machine will be available for sale to dealers on an unrestricted basis. This higher capacity adding

machine broadens dealers sales and profits horizons. There is a pressing user demand for an electric adding machine of this higher capacity now at the height of the income tax and inventory period. Specifications for the Topflight Model 9382-5 Adding Machine with direct subtraction, in addition to complete electrification of all feature keys include: cushioned power, automatic totals, subtract, multiply, sub-total and non-add keys, correction bar, visible column indicator, value gauge, gray velour finish and universal motor, 110 to 130 volt, 25-60 cycle.

FURNITURE

Worden Co., 200 East 17th St., Holland, Mich., offers a new catalog showing their high quality line of wood office furniture. Worden products include desks, chairs and settees in modern and traditional designs. Their workers' desks are built for machine use and designed to save valuable floorspace while putting all the worker's supplies within easy reach. Chairs and davenports are made

MANUFACTURERS OF
LOOSE LEAF BINDERS
for every purpose
★ACCOUNTING ★SALESMEN
★CATALOGS ★PUBLICATIONS
★STOCK CONTROL ★MANUALS
For Highest Quality at Lowest Price
"ASK FOR STAR BINDERS"
Catalog will be sent on request.
STAR LOOSE LEAF CO.
169 Duane St., New York 13, N. Y. Telephone: REctor 2-3273

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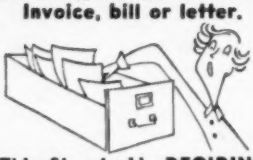
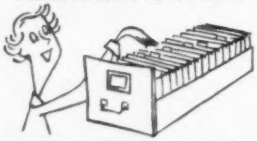
THE NEW
UNIVERSAL CASH REGISTER
WITH EXCLUSIVE FIVE YEAR
PARTS REPLACEMENT GUARANTEE
PRECISION MADE — SMOOTH KEY ACTION
SIMPLE CONTROLS
U. S. Distributor — T. K. McGOURTY
87 West Main Street, Patchogue, New York

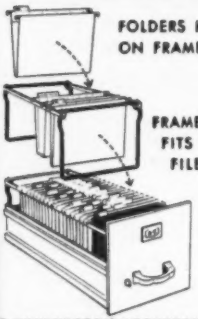
What's this file clerk HIDING?
Invoice, bill or letter.



This file clerk's DECIDING
PENDAFLEX is better!



Oxford
PENDAFLEX®
HANGING FOLDERS



CUTS FILING COSTS 20% OR MORE!

OXFORD FILING SUPPLY CO., INC.
Clinton Road, Garden City, N. Y.

Send us your Pendaflex Catalog, and name of nearby Pendaflex dealer.

Name_____

Company_____

Address_____

City_____ State_____

in a choice of genuine leather upholstery and available either singly or in suites. The chairs include side chairs with and without arms as well as executive swivel models. Executive desks in all styles and finishes are shown with complete specifications. Other items include tables and telephone stands. Worden will alter designs to meet special requirements and upholster pieces to order.

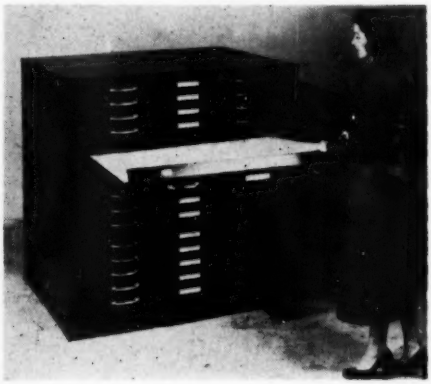
COPYHOLDER

Copy Right Mfg. Corp., Dept. 1, 53 Park Place, New York 7, N. Y., makes Copy Right Copyholders in 12″, 16″, 20″, 25″, 30″ and 36″ wide models. These copyholders can be tilted by the typist

to improve lighting and readability. They attach to the rear of the typewriter for forward vision reading, can be attached to or removed instantly without tools, and fold flat for storing. The line indicator always remains in the same relative position at the user's eye level while the material being copied moves up one, two or three lines at a time at the touch of a keyboard lever. A second lever lowers the copy as desired. Illustrated literature and prices from above address.

DRAWING FILE

Diebold, Inc., Canton 2, Ohio, makes an engineering drawing file, designed to quickly expand by the addition of standard modular units containing 5 drawers each to whatever height the user desires. This stacking feature enables users to add needed filing space by purchasing sections only as required rather than a complete file. Standard drawers have a

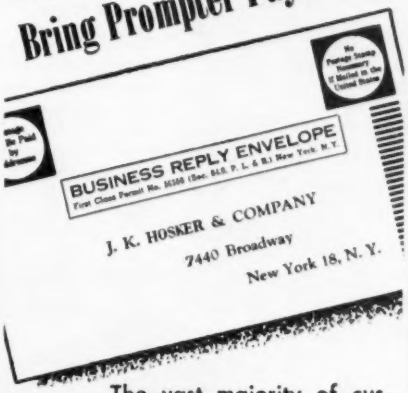


normal capacity of 150 tracings and maximum filing capacity of 265 tracings. The drawers will handle 48" x 36", 36" x 24" and 24" x 18" drawings. Entire file occupies a floor space of approximately 12 sq. ft., 41½" deep by 51" wide. The standard 5-drawer section is 15½" high and features case-hardened roller bearing sliding drawers. The 4" high dust-proof bases, 1" top panels and drawer sections are of heavy steel, welded to form, construction, finished in office olive green. Drawers have solid formed brass handles and olive green label holders. Prompt delivery.

ADDRESSER DISPLAY

Master Addresser Co., 6500-0 W. Lake St., Minneapolis 16, Minn., offer dealers a window display printed in purple and yellow, which features a red plastic panel illuminated by a 50-watt bulb and flasher to provide a lighted silver background for the machine displayed. "Low

Business Reply Envelopes Bring Prompter Payments



The vast majority of customers queried prefer the ease and convenience of Business Reply Envelopes for quick response and mailing checks.

Sheppard Home of MINT-E-SEAL® the Flavor Flap
ENVELOPE CO.
ONE ENVELOPE TERRACE, WORCESTER 4, MASS.

For name of distributor nearest you, write Dept. #68.

SAVE

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ADDRESSING MACHINE STENCILS
ALSO
ADDRESSING AND CUTTING SERVICE
ADDRESS-O-RITE
STENCIL & MACHINE CO., INC.
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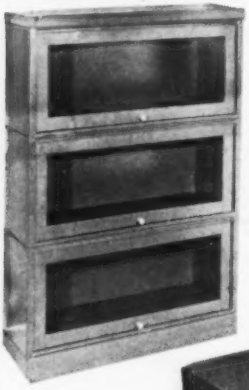
OR. 5-3240

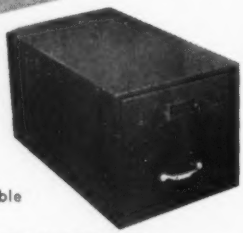
PARKER line of VALUES!
STEEL OFFICE EQUIPMENT



STEEL BOOKCASES

The Bookcase is of standard size with disappearing glass front panel for clear visibility. Available in *three* different sectional sizes:

H	W	D
12"	x35¾"	x11½"
15"	x35¾"	x11½"
18"	x35¾"	x11½"



STEEL TRANSFER FILES

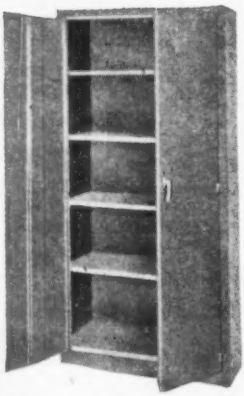
LEGAL & LETTER SIZES

Transfer Cases Available for Prompt Delivery

STORAGE-WARDROBE & COMBINATION CABINETS

Made of heavy gauge steel . . . electrically welded construction and completely reinforced throughout . . . shelves adjustable every two inches . . . dependable three way locking device. Storage cabinets measure 72" x 36" x 18". Wardrobe and combination cabinets also available.

The all new IMPROVED Parker Steel Cabinet featuring baked-on enamel finish in Green-Gray or Grained Walnut and Mahogany.



Write for Catalog and Price List

Visit our NOFA Booth 119
Atlantic City, April 23-25

PARKER STEEL PRODUCTS, INC.

Manufacturers of Steel Office Equipment
54-60 Columbia St., Brooklyn 2, N. Y.

Cost Addressing from Paper Tape'' is illustrated by a series of addressed envelopes, post cards, statements, etc., depicted as issuing from the machine. The display is 22" high and 27½" wide.

TAPE-DISPENSER DEAL

Minnesota Mining & Mfg. Co., St. Paul 6, Minn., makes a Cellophane Tape and Dispenser combination designed especially for use by banks, schools and

offices. This Deal ''S'' is sold as a complete unit and includes a dozen ½" by 1,296" rolls of Scotch brand Cellophane Tape and two handy desk dispensers with the second dispenser included at no extra cost.

CORRECTION

Martin Publishing Co., 690 Market St., San Francisco 4, Calif., is the cor-

rect address of this publisher of Office Aptitude Tests. The address appeared incorrectly in the January issue.

Choosing Colors

(*Continued from page* 116)

selection of colors has been copied directly from nature—blue from the sky, medium green from the foliage, dark green from the grass, and dark brown from the earth. The variety of desirable color schemes is wide; however, pure colors, except in small quantities, should be avoided.

Again referring to associative values, we can see that there exists a definite connection between colors and special relationships. The air force song mentions the "wild blue yonder"; poets are forever speaking of the "deep blue of her eyes"; painters utilize blues and blue-greens to give depth to the landscapes they paint. The same landscape artists would use red for an opposite effect. Colors at the blue end of the spectrum seem to recede whereas colors at the red end seem to advance. The use of this color attribute is obvious. A large area can be made smaller and more habitable by being painted in appropriate advancing colors: small, cramped areas can be made to seem larger by the use of receding colors.

As was noted earlier, personal experience and associations can nullify the general effects to be expected from color. Thus, whenever possible, the persons to occupy an office might be permitted to select the colors they prefer. In many instances the choice of color will have an important effect on worker morale.

Color and its psychological attributes are valid considerations when interiors are to be painted. The colors should primarily be pleasing to the eye, attractive aesthetically and sound from the practical viewpoint of light reflection, cleanliness and maintenance. The psychological powers of color can be considered as extras, dividends accruing at no added cost.

NEV-R-KURL Carbon Paper

The girl's right. Dealers who stock NEV-R-KURL have found that people continue to order NEV-R-KURL for good reason. Wise office managers have discovered NEV-R-KURL produces up to 50% more sharp, smudge-free copies per sheet. Always alert to saving and increasing production, they re-order NEV-R-KURL.

It's plastic backed to prevent slipping, and it won't smudge, tree, curl or wrinkle. NEV-R-KURL is the universal carbon for use in electric or manual machines.

Write today. Explore the advantages of NEV-R-KURL and use it to promote repeat sales and increase store traffic.

NEWS of the Office

AMA Promotes Rice

James O. Rice

Appointment of James O. Rice as administrative vice president of American Management Assn. was announced by Lawrence A. Appley, president. Mr. Rice will be responsible for the administration of the association's general program, including conferences, seminars, research, publications, public relations and membership service. He will continue his duties as secretary of the association. Mr. Rice joined AMA as editor in 1935. In 1940 he became staff executive in charge of conference planning for several divisions. He was appointed assistant secretary in 1945, in charge of research and publications, and the production, office management, personnel and general management divisions. He became secretary in 1948.

Reproduction Clinic

Irvin A. Herrmann will lead a NOMA How Shop on office reproduction processes in Philadelphia, March 17-18. Limited to 20 registrants, the fee is $50 and includes two special luncheons during the 13½ conference hours. This round table discussion will be repeated following the national conference in San Francisco, May 23-24, according to James F. Foley of Remington Rand Inc. who is chairman of the national methods committee. The April 1951 issue of THE OFFICE will be used as a text. Details from Arthur H. Gager, National Office Management Assn., 132 W. Chelten Ave., Philadelphia 44.

NOMA's No. 2 Man

A. C. Spangler

A. C. Spangler has been appointed senior staff director for National Office Management Assn., a new position established by the board of directors. Formerly director of the field services division, the appointment has advanced Mr. Spangler to the position of NOMA's number two staff man, according to W. H. Evans, executive vice president. Mr. Spangler has been in charge of directing NOMA's Annual International Conferences and Office Machinery and Equipment Expositions for the past five years.

Credit Managers Conference

The 19th annual conference of the Credit Management Div. of National Retail Drygoods Assn. will be held at the Statler Hotel, Detroit, May 6-8. A limited amount of exhibit space is available. Data from Morris H. Landau, NRDGA, 100 West 31st St., New York 1.

Office Buyers Meet

Some 40 purchasing agents who buy office equipment for banks and insurance companies attended the first mid-winter conference of their group, held by the

World's simplest way to handle Payroll Calculations is on the

Calculations for any size payroll —straight time, overtime, deductions, take-home pay, payroll recap—are performed by the Friden fully-automatic Calculator with *fewer operator decisions* than on any other calculating machine.

This is only one example of Friden "figure thinking". Inventory and invoices...interest and percentages...figure problems of engineering and production — these and other computations are processed swiftly by the Friden. *So automatically that no special operator training is required.*

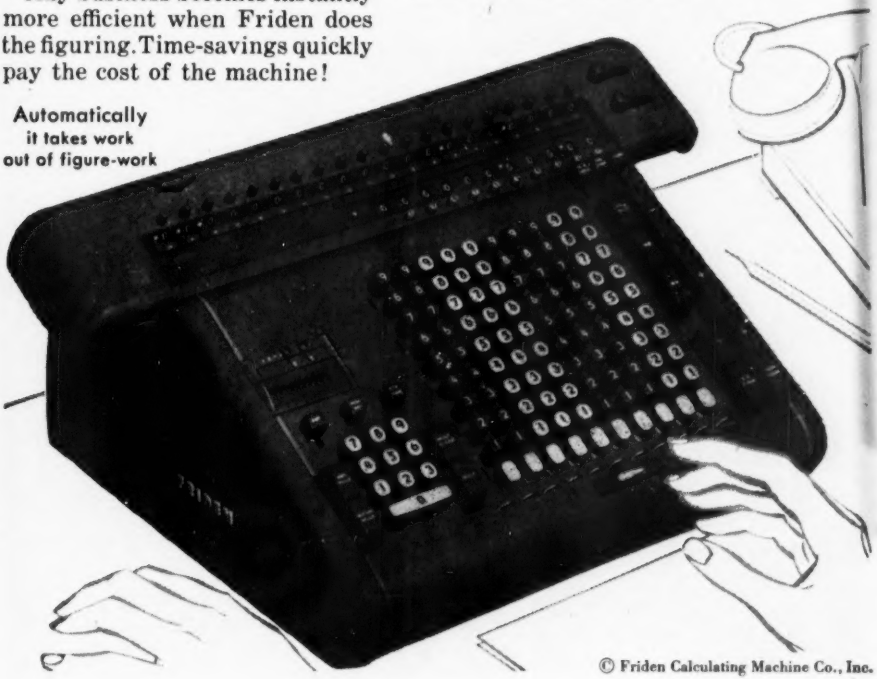
Any business becomes instantly more efficient when Friden does the figuring. Time-savings quickly pay the cost of the machine!

Friden

The Thinking Machine of American Business

Figure on a Friden: Call in the Friden Man near you. Learn Friden applications to *your* business. Friden sales, instruction and service available throughout the U.S. and the world... FRIDEN CALCULATING MACHINE CO., INC., San Leandro, California.

Automatically it takes work out of figure-work



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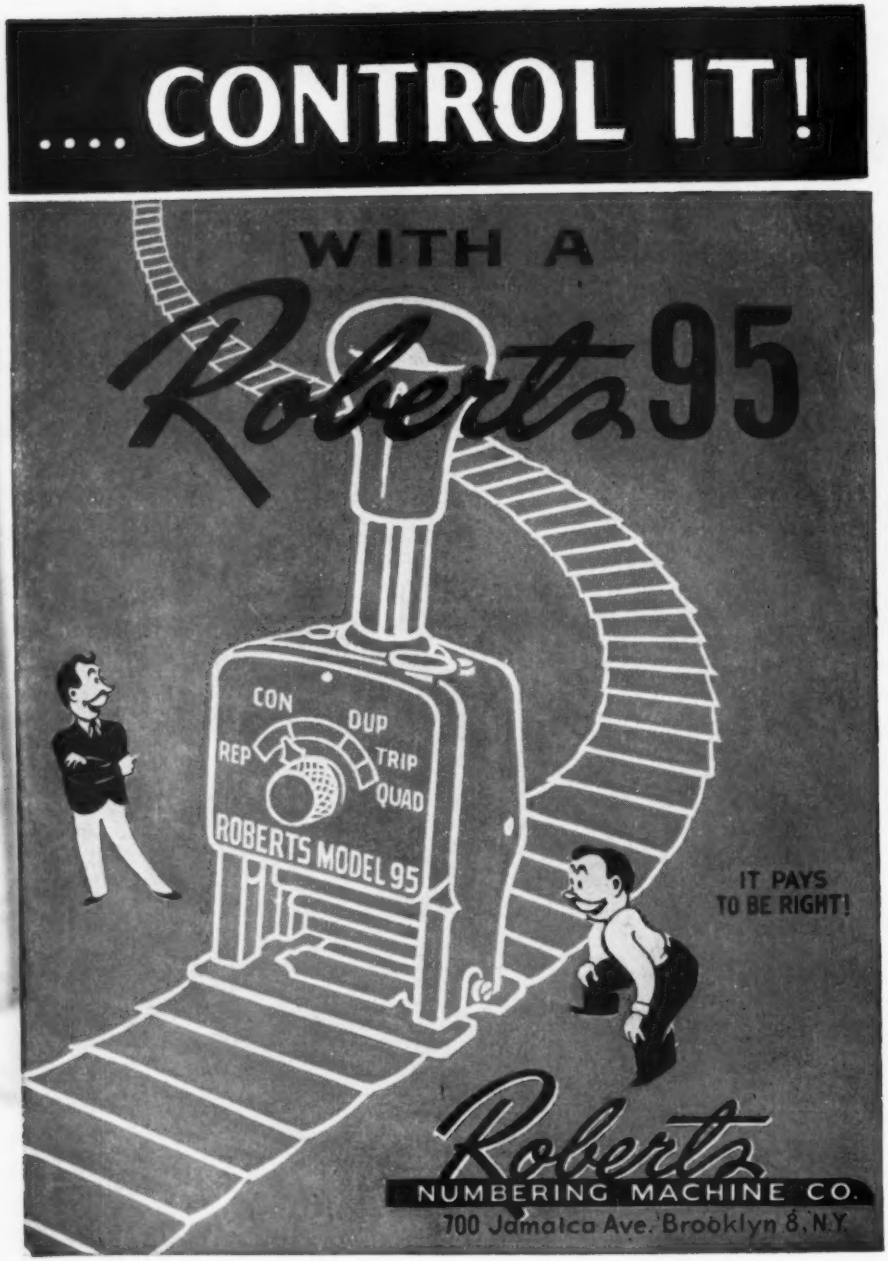
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WITH A
Roberts 95
CON
DUP
REP
TRIP
QUAD
ROBERTS MODEL 95
IT PAYS
TO BE RIGHT!
Roberts
NUMBERING MACHINE CO.
700 Jamaica Ave. Brooklyn 8, N.Y.

National Assn. of Purchasing Agents in New York last month. Kenneth M. Reed, Mutual Benefit Life Insurance Co., Newark, N. J., and chairman of the group announced that the group will seek more members and hold another specialized session at the NAPA annual convention in Atlantic City, May 25-28.

62 CPS's in U. S.

There are 62 Certified Professional Secretaries in the country since that many passed the first 12-hour test for certificates last year. There were 365 applications of which 281 took the tests in colleges and universities throughout the country. Sponsored by the National Secretaries Assn., the next tests will be held Oct. 17-18. Applications must be in by June 1. Information and forms from Dorothy Bentley, 611 W. Ottawa St., Lansing, Mich.

Management Training Center

American Management Assn. formally opened its Management Training Center last month at the Hotel Astor, New York. A capacity registration of 135 executives from leading industries, representing the upper levels of management, enrolled in the initial course unit of the six-unit management training program. Lawrence A. Appley, AMA president, described the center and curriculum as initiating a new approach to management education to answer a demand in industry for integrated training in the higher skills of management. Among those working with the first group of registrants in the initial phases of the course, are Keith S. McHugh, president, New York Telephone Co.; Curtis H. Gager, vice president, General Foods Corp.; John M. Hancock, partner, Lehman Bros.; A. L. Nickerson, vice president, Socony-Vacuum Oil Co.; John D. Gray, president, Wallachs, Inc. William H. Kushnick is in charge of the training program.

National Conference & Exhibit Calendar

National Office Furniture Assn., Haddon Hall, Atlantic City, April 23-25.

National Office Management Assn., Fairmont Hotel, San Francisco, May 18-22.

Insurance Accounting & Statistical Assn., Netherlands-Plaza Hotel, Cincinnati, May 19-21.

National Assn. of Credit Men, Houston, May 11-15.

National Assn. of Purchasing Agents, Atlantic City, May 25-28.

National Retail Drygoods Assn., Controllers' Congress, Roosevelt Hotel, New York, May 26-29.

Life Office Management Assn., Spring, Broadmoor Hotel, Colorado Springs, May 26-27; Annual, Chalfonte-Haddon Hall, Atlantic City, Sept. 22-24.

Assn. of American Railroads, Accounting Div., Book-Cadillac Hotel, Detroit, June 10-13.

National Assn. of Cost Accountants, Waldorf-Astoria Hotel, New York, June 15-18.

National Office Machine Dealers Assn., Baker Hotel, Dallas, June 16-18.

National Secretaries Assn., Washington, D. C., July 23-25.

National Stationery & Office Equipment Assn., Conrad Hilton Hotel, Chicago, Oct. 4-9.

Controllers Institute, Book-Cadillac & Statler Hotels, Detroit, Oct. 5-8.

American Institute of Accountants, Shamrock Hotel, Houston, Oct. 6-9.

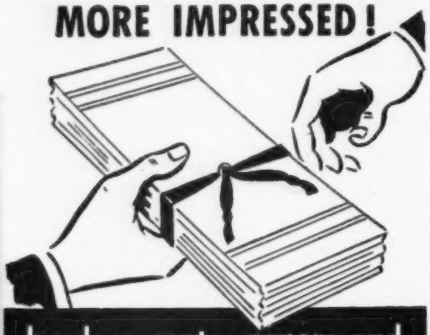
Institute of Internal Auditors, Roosevelt Hotel, New York, Oct. 14-16.

National Institute of Governmental Purchasing, Edgewater Beach Hotel, Chicago, Oct. 19-22.

National Business Show, Grand Central Palace, New York, Oct. 20-25.

National Assn. of Bank Auditors & Controllers, Hotel Schroeder, Milwaukee, Oct. 27-30.

YOUR CUSTOMERS will be MORE IMPRESSED!



by documents, papers and checks protected by

Schlegel PULL FASTENERS

Successor to the rubber band

● ADDED TOUCH that's "good business" . . . Schlegel PULL FASTENERS make every packet of business papers look valuable, official . . . look "cared-for" . . . help win respect for you, your company, *and* the papers.

PLUS

NO BREAKING! NO TEARING! NO SLIPPING!

Strong . . . durable . . . quickly, fully adjustable . . . *flat* cloth tape . . . Schlegel PULL FASTENERS hold papers firmly while you carry them, or for a lifetime in your files.

WRITE! Descriptive folder with prices and sizes mailed promptly.

Schlegel MANUFACTURING COMPANY

386 N. Goodman St., Rochester 7, N. Y.

Equipment Control

(Continued from page 80)

nance service to each piece of equipment, enabling us at all times to determine the expense of any of our machines. Requests for replacement of a machine are first checked with the inventory record to determine the date of purchase and any essential features that might be incorporated in the machine to be replaced, and to determine if these special features should be incorporated in the machine replacing it. After this the new machine will be shipped from available stocks or ordered from the supply. The requisition is then forwarded to the buyer in the purchasing department. Thus you can see now that on one hand is the staff charged with the responsibility of selecting the most desirable machine to be used; and on the other hand the staff which actually places the order.

Pretty generally all purchase orders for new or replaced equipment are placed with the supplier through headquarters purchasing. However, in some instances it might be desirable to return the requisition to the issuing plant or office authorizing local purchase. No purchase order may be placed for supplies unless they have specific approval from headquarters to make such purchase. In the selection of machines and furniture there are certain standards which we can follow in general. However, deviations must exist since more than one machine with slightly different features might perform the function requested with similar effectiveness. To some extent we have given consideration to the maintenance service available at the specific location. If, for example, we recommend a machine manufactured by supplier A for any specific location, and the only available service at that location is by supplier B, the machines supplied must then be one of our approved machines with features, service and other characteristics having been declared applicable to our needs.

A staff of trained and fully qualified

informative! stimulating!

the EVENT of the year!

plan to be with us . . at the

All-Purpose Business Show for 1952

in conjunction with NOMA's

33rd International Conference

Civic Auditorium, San Francisco, Cal.

MAY 19, 20, 21, 22

important!

display space is 98% gone . . if you wish to participate, act immediately. Write to:

NATIONAL OFFICE MANAGEMENT ASSOCIATION Founded 1919 NOMA

National Office Management Association

132 W. Chelten Ave., Phila. 44, Pa.

ONLY REX-ROTARY D270 HAS COMPLETELY AUTOMATIC PRE-MEASURED INKING

Electric Multi-Color **STENCIL DUPLICATOR**

It's exclusive with the revolutionary Rex-Rotary D270 . . . an ink cartridge is inserted, a dial set for the degree of inking, and the machine needs no further attention . . . all copies come out perfectly and uniformly printed . . . no more under- or over-inked copies . . . re-inking not necessary . . a bell announces when it's time to insert a new cartridge.

. . . with printing press precision, on large sheets or small cards, the beautiful steel grey Rex-Rotary D270 does a fast job in any color . . . better, cleaner and with more economy and flexibility than any other machine.

Mail this Coupon TODAY

Rex-Rotary Distributing Corp. 19 W. 31 St., New York 1, N.Y.
Let me have more information about the new Rex-Rotary D270 duplicator and the name of my nearest distributor.

Name_____

Address_____

REX-ROTARY Distr. Corp. · 19 W. 31, New York · WI 7-4927

USE **KIL-KLATTER** PADS

FOR A QUIETER MORE EFFICIENT OFFICE!

A quiet office means a more efficient office. Yes, stenographers and typists, as well as those who work around them, will do neater work and make fewer errors.

You can step-up the efficiency at your office, and make it a more pleasant place to work by placing Kil-Klatter pads under all typewriters . . . they cushion the jar and deaden the noise of typing.

- Made of genuine long-life OZITE felt
- Dent-proof and skid-proof
- Fits many other office machines, too

$1.25 at your stationer or office supply dealer

AMERICAN HAIR & FELT CO.
Dept. T23, Merchandise Mart, Chicago 54, Ill.

KIL-KLATTER
THE SCIENTIFIC TYPEWRITER PAD

personnel review all requests, make their selection from their knowledge and judgment of the equipment available and the application to which it is to be applied. These men are ever alert to the development of new equipment and are regularly trying to encourage development of appliances that will better serve our purpose. For instance, we are looking for a calculating machine that will print totals and an all-electric noiseless typewriter.

Maintenance for mechanically or electrically operated machines is as important as the machine itself. To have an adding machine on a desk that is not in working condition is like an automobile in a garage without gas in the tank. It is useless. In some of our large divisions we maintain a local man on our payroll who is capable of making minor repairs, such as removing bobby pins, hair pins, erasers, etc., from typewriters; repairing electric cords that are broken at the plug, etc. We do not recommend that the man attempt to make major repairs to machines since he cannot, because of lack of experience and complete knowledge of up-to-date data, be capable of such major repairs. Major repairs should be done by a skilled mechanic who is familiar with the particular type of machine. To assure this we recommend maintenance contract agreements as provided by the manufacturer.

Are Your Guide Tabs BROKEN? Cut them off and substitute

Unbreakable spring jaws clamp them firmly to cards but permit removal or rearrangement.
Large openings covered by transparent pyroxylin, white, blue, green, yellow, pink, or red.
Insertable labels in perforated strips for typing.
2 Sizes, 1" wide and 2". Tops straight or bent back.
Sold by leading stationers, U. S. and foreign, or sent ppd. to responsible firms on 30 days' trial. Price list free.
Samples (5 or less) 2 cents each.
12,500 used by Hobart Bros. Co., Troy, Ohio
CHAS. C. SMITH, Mfr., Box 736, EXETER, NEB.

Individual service contracts that are provided by practically all suppliers, if not properly signed by an authorized representative of the company who is to receive this service, mean little. Signing of individual contracts for each machine requires valuable time of a key office man within the company. This should be avoided. We have worked out, with the manufacturers, blanket contracts wherein one contract is written for a period of twelve months covering any or all machines owned by the company. This contract is negotiated through headquarters and does not arbitrarily include all machines but leaves it open so that each office manager has the right to say that his machine shall or shall not be under this service agreement.

From here on it is the job of the suppliers' representative in the territory involved to sell the advantages of the service and get the full cooperation of our managers by explaining the importance of having such services performed regularly. We have merely opened the door and made it a lot easier for his call, when he can tell the manager that headquarters has signed a blanket contract and it is now up to him to accept or reject this service.

One of the prominent makes of typewriters has 2,237 parts of which 512 are moving parts. A prominent calculating machine is made of 4,000 parts, 3,600 of which are moving parts. An adding machine has 2,296, with 1,492 moving parts. An ordinary hectograph duplicating machine has 1,150 parts, with 150 moving parts. An all electric typewriter has 2,532 parts with 1,500 moving parts; and a very complicated bookkeeping machine has 18,000 parts, with 14,400 moving parts. Think of it—a little oil occasionally might preserve the machine and keep it running a longer time, make it more efficient while it is in operation.

I do not encourage placing typewriters under regular maintenance service. Normally, typewriters are not used

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numbering machine

MODEL 150

3 movements — consecutive, duplicate, repeat. Triplicate or quadruplicate available in place of duplicate. Prefix letter wheels available in place of figures. 6 wheels. Clear-cut figures.

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as long as some other machines and are traded more frequently. The length of life at which we consider a typewriter completely depreciated is from three to five years, depending upon its use. Many of our typewriters are equipped with key stroke counters so the operators can earn more money by greater production. These machines are pretty generally ready for replacement at the end of three years. Secretarial machines and ordinary typing machines that are used only a few hours a day are not replaced before five years. Adding and dictating machines together with calculating machines and hectograph duplicating machines last a period of ten years; bookkeeping, payroll and check writing equipment, seven years. Replacement time of these is only theoretical, each machine being determined by the extent of its use. Even if the machines are not completely worn out in these periods, improvement in design and added features make them more or less obsolete.

A major item in connection with proper use of office machines has pretty generally been treated too lightly. That is supplies. In most companies of our size the amount of money spent on supplies is a recognized item. We have had occasion to investigate some poor work turned out on a hectograph duplicating machine. Actually the first investigation is of the machine, then the typewriter and lastly (which in the majority of cases is the cause of the trouble) the master copy, the copy paper or the ribbon or carbon paper from which the master is typed. We are closely allied with our forms engineering design group. Each time a new form is to be designed for hectograph it is referred to us to determine what proper machines are available and the kind of paper stock that should be designated for use on these machines.

Since the purchasing of these items is located under the same supervision, all factors for best results can be agreed upon. Inks, for instance. A simple

medium for recording figures can be made from hairdye and thousands of other coloring materials. A cheaper ink proved ultimately to be more expensive. A condition that we found and corrected immediately was that a number of our people were spending a considerable amount of their time in the lavatory cleaning their fountain pens in the wash bowls, resulting in additional janitor service, cleaning compounds, etc. To remove the ink stains from the wash bowls was necessary and this we found later would also remove the enamel and ultimately necessitate the replacement of sinks. We corrected this by buying the best grade of ink obtainable and even at a higher price it has proved to be economical. There is no more congregating in the lavatory to clean pens and there is less need for janitor service.

We maintain a central stationery department where such approved stationery items are carried in stock after they have been approved by the headquarters department. Insofar as is practical,

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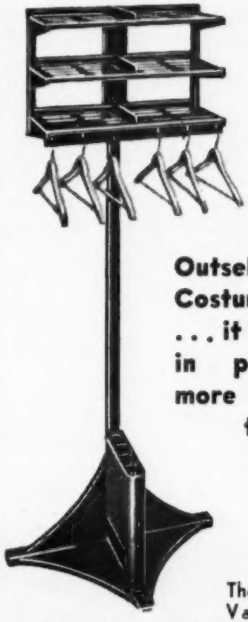


Outsells Ordinary Costumers because . . . it "Keeps wraps in press"; holds more and will not tip over.

The S-6 Office Valet is your best recommendation for the small office, for it provides 6 spaced coat hangers, 6 ventilated hat shelves and a built-in umbrella stand.

Sturdy welded steel construction—cannot loosen and wobble. Engineered, it will not tip over. Smartly designed and beautifully finished, it has become standard equipment with leading office planners and architects.

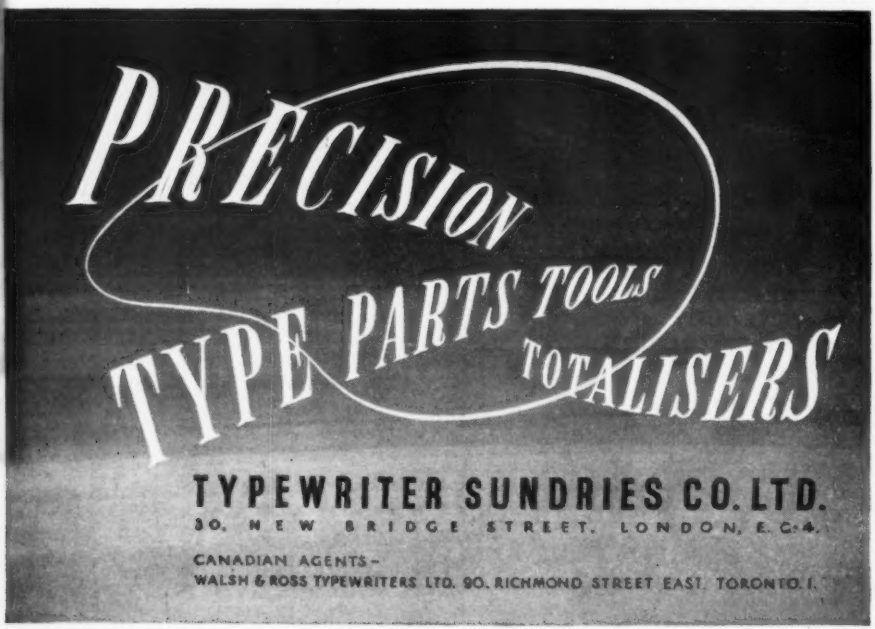
Backed by National advertising and abundant dealer sales helps—it is a profitable unit to catalog, stock and display.

WRITE FOR BULLETIN OV-10

VOGEL - PETERSON CO.
624 So. Michigan Ave., Chicago 5, Ill.

supplies for all divisions are ordered from this central stock. Contracts for certain supplies commonly used, such as carbon paper, ribbons, etc., are made with the manufacturer and apply to all of our works and offices. This permits local purchase of such items from the local offices of the suppliers and in small quantities, thus preventing accumulation of large stocks that ultimately become old and deteriorated. Additional contracts will be made from time to time as the manufacturers agree to acceptance of our program. We are attempting to purchase our supplies with the same care and consideration given to the purchase of a high priced bookkeeping machine—to buy the best quality at the lowest cost. While we are price conscious at all times, we are primarily quality conscious and we then get the best price obtainable.

With practically all the purchase orders being issued by headquarters, invoices by necessity must come to headquarters to be recorded against the invoice copy of the purchase order. Our established procedure provides that certain invoices may be made and paid locally and in these cases materials may be purchased and paid for out of and through this account. Invoices paid locally are forwarded to headquarters monthly for review, and if they include purchases that are normally under the control of our operations the matter is referred to the manager of accounting at that location with instructions that repetitive occurrences will not be tolerated. We are also able to determine whether certain supply items are being purchased contrary to our contract agreement, which likewise is called to their attention. The managers and department heads are in sympathy with our entire program and the resultant economies and services which they receive are such that we get as nearly perfect cooperation as could be asked for in such a large undertaking.—*From an address at the National Business Show Office Week Forum.*



Psalm for Secretaries

(Continued from page 83)

must know more about spelling and punctuation than he does. They frequently have to correct the boss's gibberish and make clear, concise sentences that make sense. They must know when the boss does not mean what he says. Not long ago, a certain executive dictated some letters which he thought were important. One letter was to a Mr. Brown. The next letter was to an influential business man in St. Louis by the name of Pierce who had decided to take his vacation in Florida. This executive wrote Pierce a very nice thank-you letter and to be sociable wound up the letter by saying, "I hope you and Mrs. Brown have a very fine time in Florida." Fortunately the secretary prevented an embarrassing situation.

Secretaries have got to know what the boss is thinking or doing or what he should be thinking or doing. He can't stand mistakes, but he can make many himself. Secretaries are supposed to find these mistakes and correct them; to remind him what his next move is; to prod him into doing things which he is putting off. She must know how

"I'm sorry, but I simply must get some typing done."

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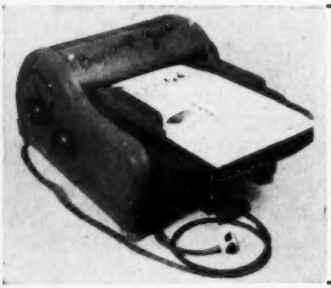
far to push him, when and how to ask questions so that he is not offended. If she does not correct the mistakes and does not ask the right questions, does not prod him, then she is inefficient. If she does these things well, she becomes indispensable and he can play an extra round of golf at least once a week. She must have another quality which the boss does not have. She must be even-tempered and well-mannered. He is a boar and a bear, she must be pleasant and even-tempered to make the impression on the public that the boss should make.

With all of this, she must always be neat and always the lady. The boss knows, or should know, that most of the time he should not be seen in public but his secretary must always make a good impression. No matter how good or bad the boss may be, he cannot make friends and hold them if he has a secretary who looks like the harpie and acts like the wrath of God. Unfortunately, the business world does rob some women of their femininity. When they cease to be ladies, when they cease to have the feminine charm and decorum, they become a hazard to industry, to their bosses and to themselves. This need never happen. It can't happen if she always remembers to be neat and to be a lady.

A secretary must be prudent, she must be able to keep a secret. Frequently, she has access to information that no one else in the world has, information that would, if divulged, cause the loss of thousands of dollars or perhaps the ruin of the whole organization. Hard as it is for a woman to keep a secret, she must know what secrets must be kept and not divulged, even to the best friend. She must be as interested in the organization as the boss himself is. If she does this, she will be happy. She will enjoy her work immensely and she will become absolutely indispensable.



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The Bancroft Junior Folding Machine will fold 12,500 10" long sheets per hour or 7,500 sheets 15" long in one hour. Sheets can be fed through again for cross folds.

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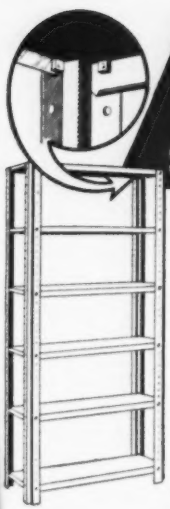

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Selling in the Wide Open Spaces

THERE is the old story of the Chicago manufacturer who received an inquiry from a dealer in Texarkana, Texas. So he wired his salesman, who was in El Paso: "Run over to see Blake & Co., Texarkana."

The salesman wired back: "Run over to see them yourself, you are closer to them than I." The manufacturer was amazed when he looked at the map and found that the salesman was right.

Such a territory poses a problem for any manufacturer. To cover by company salesmen or factory branches is non-profitable except in larger cities because of the time and expense of travelling to towns 30 miles apart. Even companies with a direct sales plan through branches or agents in other areas, resort to dealerships in the southwest. The weaknesses in most dealership plans are the expense of supervision by the manufacturer; scarcity of good dealers because their cost of doing business is greater; hiring and training salesmen and servicemen is more difficult and expensive; credit and collections must be more positive. You cannot just go over and pick up an unpaid for machine 700 or 800 miles away.

Why worry with such a territory? Because the volume of business in this area is third or fourth in the U. S. and growing fast. It is the greatest raw material producing area in the world. It is expensive for one company to pay all expenses for sales supervision. Therefore it is usually done on a hit-or-miss basis. Many times different company men team up to save expenses, even competitors. Why then, should not one man handle more than one company? This is proving very successful.

One distributor for three different companies has installed 25 dealers the first year by personal contact in Texas and Oklahoma; Tulsa, Oklahoma City, Houston, Austin, Dallas, Fort

Worth, Amarillo, El Paso, etc. Now this is being followed by additional dealers, some for one line, some for another, some for both. This will be a profitable operation for the distributor who can make one trip to each town, call on all dealers and obtaining new dealers with *no additional travelling cost*. When the distributor has more than one dealer in an area, he learns more about conditions there and can afford to make more trips to assist in sales and service problems.

Such an operation is being tried by Noel Brewington from a new office at 101 East Grand Ave., Oklahoma City, with warehouse, dock and shipping facilities, sales display and room for expansion limited only by the number of machines or systems one man can analyze and study intelligently. As additional lines are added, increased personnel may be added to take care of the physical operation, but the supervision need be limited only by the number of contacts one man can make. Oklahoma City has facilities for 24-hour air, motor-carrier and rail connections to every point in the southwest.

"Shorty, take the payroll—the rest of us will carry the withholding taxes."

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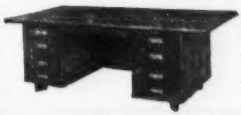
Specify Desks by Imperial

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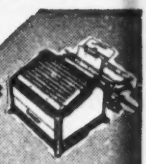
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NEWS of the Industry

President of IBM

Thomas J. Watson Jr.

Directors of International Business Machines Corp. have elected Thomas J. Watson Jr. president of the corporation. He was previously executive vice president. He succeeds John G. Phillips, who was elected vice chairman of the board and chairman of the executive and finance committee. Thomas J. Watson Sr., chairman of the board, continues as chief executive officer of the corporation.

Ditto Promotes Gregor

Frank Gregor Jr.

Frank Gregor Jr., advertising manager, Ditto, Inc., was promoted to the newly created position of director of sales promotion. Announcement was made by H. S. Stone Jr., vice president. In his new responsibilities Mr. Gregor will have charge both of the systems department and the advertising department. Mr. Gregor brings to his new assignment a wealth of advertising, sales promotion and systems knowledge which will be invaluable to the company's increased emphasis on business systems selling. Henry Morton, systems expert and member of Ditto's 25 Year Club, was appointed manager of the systems department reporting to Mr. Gregor. William J. Sheldon continues as assistant manager of the advertising department.

Esleeck Officers

As a result of the recent death of Irving N. Esleeck Sr., president, Esleeck Mfg. Co., Turners Falls, Mass., stockholders and directors elected the following officers: F. R. Andrews, president; D. P. Weston, vice president; W. H. Wood, treasurer; R. H. Blanker, assistant treasurer; I. N. Esleeck Jr., secretary.

WOFI Elects Gatewood

Howard Gatewood

Howard Gatewood was elected executive secretary of the Wood Office Furniture Institute at a general membership meeting in Washington, Feb. 7-9. Mr. Gatewood is well known by dealers and users of office furniture, having acted for the past five years as trade relations director of the institute. He has also conducted sales training clinics for dealers' salesmen in 43 cities in the U. S. and Canada. He was associated with International Business Machine Corp. for 12 years prior to his original assignment with the institute. John J. Reinecke, former executive secretary resigned to accept a similar position with the American Home Laundry Manufacturers Assn.

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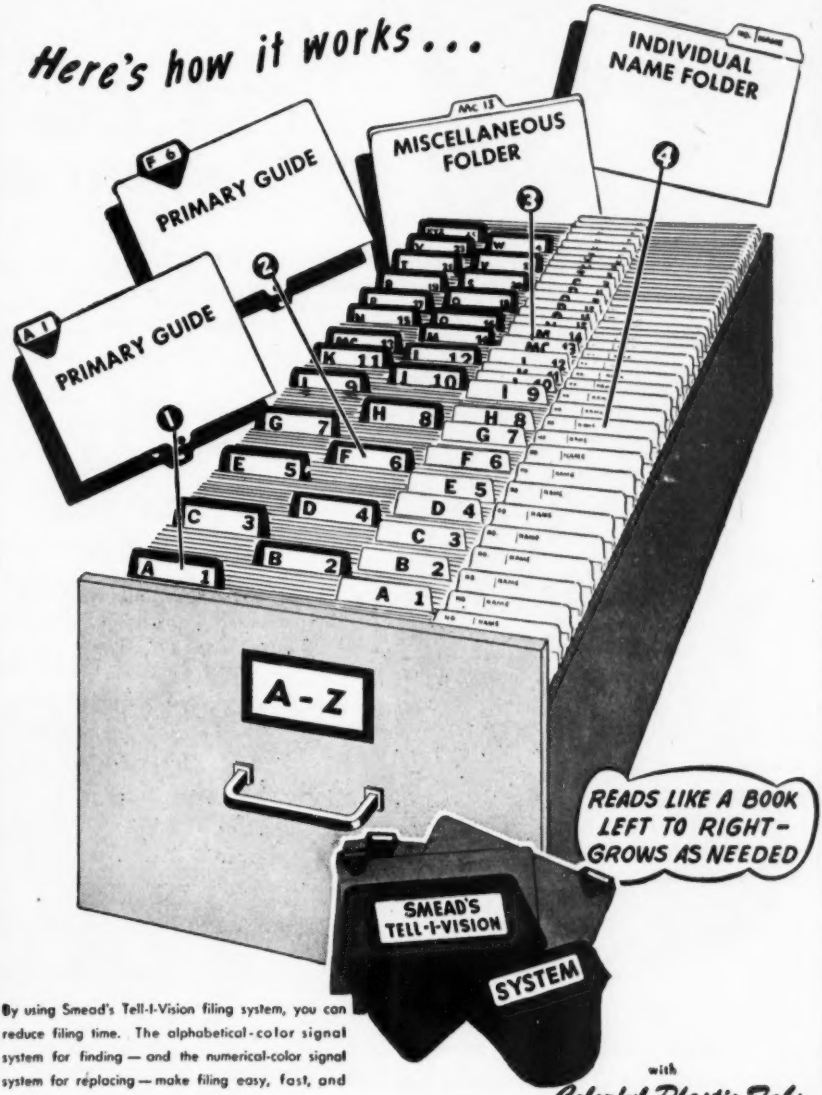

By using Smead's Tell-I-Vision filing system, you can reduce filing time. The alphabetical-color signal system for finding — and the numerical-color signal system for replacing — make filing easy, fast, and accurate.

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The institute's program this year includes a consumer edition of their monthly publication "Trends," a national student design competition, the "Tomorrow's Office Today" exhibit at the National Office Management Convention in San Francisco in May, a permanent exhibit at the Museum of Science and Industry in Chicago, and continuation of dealer assistance and laboratory research projects. Grove Park Inn, Asheville, N. C., will be the site of the next meeting June 12-14.

NOFA Exhibit Sold Out

John R. Gray, executive director, announced that exhibit space at the 6th annual convention of the National Office Furniture Assn. is completely sold out to over 100 exhibitors. Every room at the Haddon Hall, Atlantic City, has been reserved for registrants and nearby hotels will handle the overflow expected at the April 23-25 meeting.

Dictaphone Promotions

Frank M. Gale and A. E. Diem have been elected vice presidents, A. Donald Brice, director of advertising and public relations, and F. W. Roberts, director of engineering and research, of Dictaphone Corp. C. K. Woodbridge, president, in announcing the actions of Dictaphone's directors, said the company's 1951 sales exceeded $20,000,000 and 1951 profits approximated the record-breaking earnings of $1,175,135 in 1950.

Ken Norton, Manhattan College's basketball coach, uses a SoundScriber to take notes during a game. The team listens to his comments afterwards.

A. W. Vanderhoof, president, Standard Duplicating Machines Corp., Frank A. Mesmer, head of Standard's Boston sales agency, and Alan E. Bruce, vice president, at their 15th annual Quota Club banquet. Mr. Mesmer won top honors for 1951 and 1937.

Cite IBM as Monopoly

Attorney General J. Howard McGrath announced filing of a civil antitrust suit in the Federal District Court at New York charging violations of the Sherman Act by International Business Machines Corp. The complaint charges IBM unlawfully restrained and monopolized the tabulating industry in the U. S. and owns more than 90% of all tabulating machines in use here. It owns 95% of all tabulating machines used by the Federal Government. It was also charged that IBM manufactures approximately 90% of all tabulating cards sold in the country. The complaint alleges IBM excluded other manufacturers and potential manufacturers of tabulating machines and cards from entering the industry, restrained development and growth of independent bureaus render-

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564 W. Monroe St. Chicago 6, Ill. | 401 Wood St. Pittsburgh 22, Pa. | 270 Lafayette St. New York 12, N.Y.

ing tabulating service to non-users of tabulating machines or to users who require additional assistance; prevented development and growth of independent firms for maintaining and repairing tabulating machines and for the manufacture and distribution of repair and replacement parts.

Thomas J. Watson, IBM's chairman of the board, stated, "We deny the charge that IBM is a monopoly. The fact is that IBM is one of many business machine companies in a highly competitive field. Our machines are used to perform a small percentage of the accounting and record keeping work of American business and government. There are numerous other machines on the market which are advertised, sold, and used to do the same work that IBM machines are used to do. To allege that IBM is a monopoly in view of its position in this competitive field is to disregard the facts. IBM has adhered to the highest standards of conformance to all laws and business ethics. We have never employed any measures to eliminate or restrain competition. We reject as unfounded any construction of our business conduct as in violation of the anti-trust laws, and intend to vindicate our position in the courts."

Pitney-Bowes Investigated

In response to inquiries prompted by an Associated Press dispatch from Washington, reporting that the Justice Department's anti-trust division has begun investigation of a complaint against Pitney-Bowes, Inc., details of which were not divulged, Walter H. Wheeler Jr., the company's president, made the following statement. "We are glad to cooperate with the Department of Justice in their investigation. Such investigations have become routine throughout American industry and represent a necessary policing of our economic system to see that the avenues of competition are kept free and clear. We have been officially advised that this particular investigation concerns the en-

tire metered mailing machines industry, not merely Pitney-Bowes. While the investigation has been under way here for about ten weeks, we have not as yet been advised of any specific complaint. However, in the case of any concern such as ours, doing business over more than 30 years, with well over 100,000 customers, it seems inevitable that some complaints be made and, if so, they should be looked into. Pitney-Bowes has earned its position in American industry today entirely on merit, by producing fine products and rendering fair and efficient service. I know of no way in which the company is in violation of the anti-trust laws."

Keller Joins Lamb Electric Co.

Alexander S. Keller has joined Lamb Electric Co., manufacturer of special application, fractional horsepower motors, as a director and vice president in charge of finance, R. J. Lamb, president, announced. Mr. Keller was formerly a director and vice president of Pratt & Whitney Division, Niles-Bement-Pond Co.; earlier he was associated with the Keller Mechanical Engineering Corp., originators of Keller machines and electric controls. He served the U. S. Government as senior industry and executive officer of the ECA Mission to the Netherlands (in recognition of his work he was, last year, awarded the Order of Orange-Nassau). He has also served as a member of the WPB Advisory Committee on Burs and Rotary Files, the Department of Commerce Tool Advisory Committee and the NPA Advisory Committee on Machine Tool Operations.

Opens New York Office

Appointment of Vonne V. Circele as sales manager for the New York sales office of Forms Co. was announced by George W. Shay at the opening of the office at 270 Park Ave. Among those present were Lewis Nathan and Milton

Luck O'the Irish!

Faith and begorra! **Trust Irish luck to spot a good thing like Weldon Roberts erasers, that whisk away mistakes as easy as a leprechaun can disappear. The name "Weldon Roberts" means smooth, clean erasing to folks everywhere. Weldon Roberts Erasers "Correct Mistakes in Any Language."**

Ask your stationer for Weldon Roberts Erasers that have ALL the extras in quality and performance at no extra cost. Styles and sizes for all your erasing requirements.

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6th Ave. & No. 13th St., Newark 7, N. J.

World's Foremost Eraser Specialists

2020 MASTER PINK—*Medium sized, soft pink super-quality eraser of handy elliptical shape. Ideal for pencil work and cleaning; for drawing and for general use.*

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MAROON BROWN GREEN

20" x 36" $7.50 24" x 38" $10.00

GEO. E. FOX & CO.

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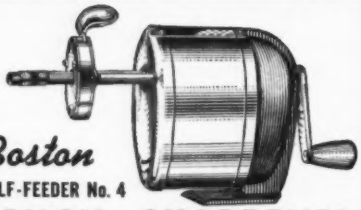

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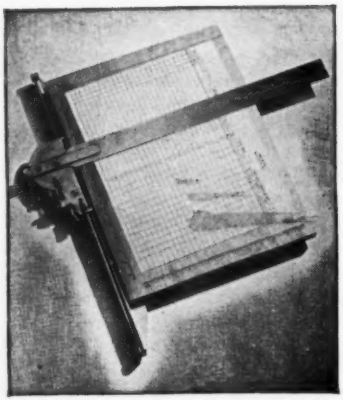
PENCIL SHARPENER

A real pencil miser. The self-feeder controls the process preventing waste of pencils through careless or off-center sharpening. Modern, streamlined, all-metal or transparent receptacle. Easy to operate.

You can't sell better than a Boston! Backed by a full year's Guarantee

C. HOWARD HUNT PEN CO.

CAMDEN 1, N. J. *Also manufacturers of Speedball Pens and Products . . . Hunt Pens*



The PARALINER is a new device for ruling forms. It has a micrometer-like setting knob by which the distance between lines is measured. When once set the straight edge moves forward the exact measured distance step by step, with a slight pressure of the thumb and forefinger. The operation is very simple and anyone can produce forms the equal of a skilled draftsman.

Send for full particulars

THE PARALINER COMPANY, INC.
226 Colorado Bldg., Washington 5, D. C.

TYPEWRITERS

ALL MAKES — MODELS
INCLUDING WIDE CARRIAGE

ADDING MACHINES

SUNDSTRAND—BURROUGHS
VICTOR—DALTON—Hand or Electric

CALCULATING MACHINES

MONROE—MARCHANT
BURROUGHS—COMPTOMETERS

Hand or Electric
ROUGH or RECONDITIONED

Write for Prices

Also ask about our ADDOMETER, the adding and subtracting machine that retails for $12.95 and pays you up to 52% profit.

RELIABLE TYPEWRITER & ADDING MACHINE CO.
301 W. Monroe St., Chicago 6, Ill.

Friedman of the Jenkintown, Pa., office. Mr. Circele wil direct operations in the New England, New York and New Jersey areas.

Russell With Powers-Samas

Harold R. Russell

Harold R. Russell has associated himself in consulting capacity with Powers-Samas Accounting Machines (Sales) Ltd. with headquarters in Chicago. Mr. Russell is a pioneer in the tabulating field. Sales manager for the original American Powers organization, later occupying a similar post when that company was consolidated with Remington Rand Inc., Mr. Russell also spent numerous years in Britain as managing director for Power-Samas in London. Long an advocate of the introduction of the small cards with corresponding low cost tabulating equipment in the U. S. market, he brings to Powers-Samas, the originators of this type of equipment, a background of valuable experience. Mr. Russell is also president of Rite Line Corp.

Lamson Appoints Brown

Lamson Corp., Syracuse, N. Y., announces appointment of Angus M. Brown as manager of commercial sales. He will direct sales activities on the company's line of pneumatic tubes, vertical conveyors, and its Trayveyor.

Dealer Reference Service

A Ready Reference Service is offered office machine dealers by Ames Supply Co. Information and ideas of importance to the dealer will include ages of machines, manufacturers' trade-in-allowance schedules, information covering office machines such as model illustrations and shop hints contributed by experts. The material is published monthly in

Genuine Engraved Letterheads
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$12.00 FOR 1000
JUST MAIL US YOUR LETTERHEAD. PROOF MAILED WITHIN 5 DAYS. NO OBLIGATION.
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Remarkable Engineering Innovations:

Dual purpose operating keys.
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No idle strokes.
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Fast unidirectional main shaft for long life, speedy and quiet operation.
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Compare Prices and Performance

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IVAN SORVALL, PRES.
210 FIFTH AVE., NEW YORK 10, N. Y.
SOLE DISTRIBUTORS FOR U. S. A.

conjunction with Ames' magazine, "Your Man Friday," the first appearing in the December, 1951, issue. Extra copies and a special folder are available to keep a separately bound book. Luis de Olazarra, vice president in charge of sales and supervising editor, is well-acquainted with the need of the office machine dealer for compact and easily accessible information of this nature and is directing the compiling and presentation of the Ready Reference.

NSOEA Regionals

National Stationery & Office Equipment Assn. announced the following schedule of regional meetings: March 17-18, Louisville; March 20-21, St. Louis; March 27-28, Dallas; April 3-5, St. Petersburg; April 21-22, Milwaukee; April 24-25, St. Paul; May 2-3, Salt Lake City; May 8-9, Pasadena; May 12-13, Yosemite; May 18-20, Yakima; June 2-3, Portsmouth, N. H.; June 16-17, Atlantic City; June 19-20, Cooperstown, N. Y.

Brand Names Day

George W. Fotis, sales promotion manager, Business Machines & Supplies, Remington Rand, Inc., is among a group of executives named to the planning committee for the 7th annual Brand Names Day meeting at the Waldorf-Astoria in New York, April 16.

Typing Tips' 30th Year

With the January 1952 issue, "Typing Tips" began its 30th year of continuous publication by Miller-Bryant-Pierce, Aurora, Ill. Fred C. West conceived the idea of this type of house organ and he is still its editor. While 30 years have brought changes to "Typing Tips," it is still devoted to its original purpose of providing its readers with information on developments in inked ribbons and carbon paper and their application to specific needs. Frequent polls and contests have resulted in friendly personal contact with readers and the con-

TYPEWRITERS ALL MAKES

REGAL'S NEW YORK warehouse and 80 stock depots carry a revolving stock of 10,000 machines.

REGALRITE BRAND RIBBONS AND CARBONS

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THE UTMOST IN QUALITY
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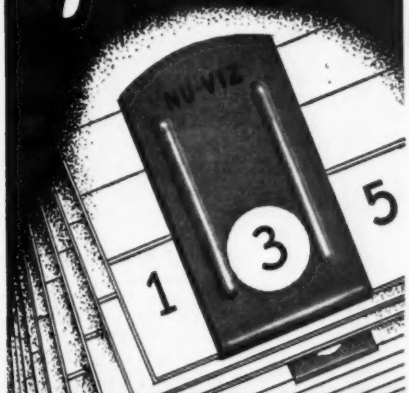
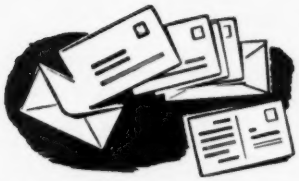


SEE YOUR OFFICE SUPPLY DEALER
George B. Graff Co., Cambridge 40, Mass.



MANY LETTERS REACH US EVERY DAY from our business friends, proving that **Buromarkt** office equipment magazine is internationally recognized. If you are interested in the European market you can be informed twice a month about all new developments in **Office Machinery, Office Devices, Office Furniture, Office Supplies** and the complete range of Commercial Stationery by the news and trade journal

BUROMARKT International Journal of Office Equipment reaching 10,000 dealers and managers in all countries of Europe with the monthly supplement: **Das Rationelle Buro,** (The Efficient Office).

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"Save Time with Rite-Line"

THE MODERN COPYHOLDER

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How to Make INVISIBLE Erasures

With a few feather-light strokes, a Rush FybRglass Eraser removes the last trace of an incorrect character—keeps your typing clean and professional-looking.

Colorful plastic holder uses long-life propel-repel refills. It must satisfy *you*—or your money back.

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Order from your Dealer
or send 50¢ and name of dealer to
The Eraser Co., Inc.
104 S. State St., Syracuse 2, N. Y.

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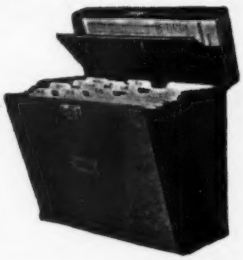

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The quick, easy, safe way to handle pay checks. Name only, as written on the check, shows through window in opaque envelope. This insures privacy for employer and employee. Saves second addressing of names on ordinary envelopes and prevents checks getting mixed. Made any size, with window opening positioned to fit your checks.

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tribution of valuable ideas. About 45,000 copies of each issue are mailed to users and prospective users of Miller Line products throughout the U. S. and abroad.

Dr. Traeger's 25th Anniversary

Dr. Ing. Ludwig Traeger has completed 25 years with the Hamann Calculating Machine division of Deutsche Telephonwerke & Kabelindustrie AG. Dr. Traeger, now 50, built up the company's German and international sales organization. Especially difficult was the task of reconstruction after the war. Hamann Calculators are sold throughout the world and although Dr. Traeger now directs the entire company which employs over 3,500 people in Berlin, he still gives special attention to the calculating machine division through which he has made so many friends in the industry.

Dealer Unity Noted

Harold Mann, executive secretary, National Office Machine Dealers Assn., reported after his cross-country trip visiting nine locals, "A great sense of unity and solidarity was very much in evidence everywhere. I found the eastern locals well officered, well conducted and with memberships convinced their best interests can be served through joint action." NOMDA's national convention will be held June 16-18 in the air-conditioned Baker Hotel in Dallas.

New Distributorship

Carl Bryson, Fred Rolling and J. Robert Bodine have formed the firm of Bodine, Bryson & Rolling at 719 S. 20th St., Birmingham, Ala., to specialize in the planning and installation of office furniture and equipment.

Returns to Speed Products

Nell Lee Litvak has been appointed advertising director of Speed Products Co. it was announced by corporation president Jack Linsky. For the past year, Miss Litvak was in charge of ad-

TYPE CLEANING MADE EASIER

with the amazing

Norta*

Typists and business machine operators want *Norta Plastic Type Cleaner — it's easy to use — no mess — no liquids to spill.

CLEANS
• Typewriters
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EFFICIENT, NON-CORROSIVE POSTS FOR PERMANENTLY BINDING RECORDS IN STORAGE BINDERS. VARIOUS LENGTHS AVAILABLE FOR 1/4", 5/16" & 3/8" HOLES EXPANSION UP TO 7 1/2 INCHES

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SPECIAL MACHINES
for the manufacture of
CARBON PAPERS
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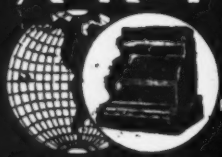

HIGHEST QUALITY PRODUCTS

WRITE FOR LATEST CATALOG

International Cash Register Parts Co.

Successors to
Chicago Cash Register Parts Co.
2810 ADDISON STREET, CHICAGO 18, ILLINOIS

vertising and sales promotion for the Bulova Watch Co., watch parts division. Prior to this she headed the advertising department of Speed Products Co. She returned to her former position with the opening of the company's new million dollar plant.

Carbon Paper Advice

National Stationery & Office Equipment Assn. offer their members a folder, "What You Should Know About Carbon Paper," for distribution to customers, describing the various types of carbon and their uses.

Friden Sales Convention

Record sales in 1951 and continuing heavy sales volume point to new attendance marks for the annual international sales convention, Fiesta de los Conquistadores, held by Friden Calculating Machine Co., May 5-10 at Virginia Beach. L. B. Taylor, general sales manager, reports that with the final

Bob Murray of Murray Safe Co., New York, and his Victor Safe Girls championship bowling team: Libby Rochford, Marion Turash, Ann Noga, Mae Salvato and Gladys Fuchs.

A FAMILY TRADITION

Ownership and sales representation of the Safeguard System of Check Protection have been a family tradition for over 35 years. This complete bank account protection against check forgeries has been sold by Father and Son, Mother and Daughter, Mother and Son and other family teams in practically every community of the United States and abroad. We are proud of these successful family teams which are definite proof that Safeguard Checkwriters are a worthy and reliable line to sell. You too can join our family, simply write to Safeguard Corporation, Lansdale, Penna.

Manufacturers of INSTANT H, K, VOUCHER & INTERNATIONAL SAFEGUARD CHECKWRITERS

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A Dependable Business Machine Requires A Dependable Motor

The day-in and day-out reliability required in a business machine can be obtained only if the motor is thoroughly dependable. Lamb Electric Motors have exceptional dependability because (1) they are specially designed for the application (2) they are built of the highest quality materials (3) they represent 36 years' experience in the small motor field *The Lamb Electric Company • Kent, Ohio.*

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SPECIAL APPLICATION
FRACTIONAL HORSEPOWER **MOTORS**

★ ADJUSTO-SWING fits most desks, wood or metal. Easily attached.
★ Adjustable to proper height.
★ Converts flat top to Steno desks.
★ Insures your machines against tipping over.

Adjusto-Swing Office Machine Stands Co.
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STENCIL BOOK FILE

The Smart Way to FILE STENCILS

Available in 50 and 100 page capacity. Contains index, numbered pages and production record sheets. Special oil-treated pages keep stencils moist and flat for future use.

Capacity 50 stencils $2.75
Capacity 100 stencils 4.00

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We furnish all special features and rebuild the machines you order to your direct specifications. All machines unconditionally guaranteed. Inquiries invited.

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Send $3 to Office Publications Co., 270 Madison Ave., New York 16, for a pair of binders (not sold singly). Each binder holds six issues of THE OFFICE and the last one in each binder (June and December) contains a complete index of all issues in that binder. When you seek an article, look up the subject word in the index, or the item itself if in New Products. Easy?

quarter of the sales contest now underway there are 262 salesmen from 41 states, Hawaii and five foreign countries nearing qualification for the reward trip. Last May 227 attended the first fiesta at Del Monte on the Monterey peninsula. Hosts for the convention with Mr. Taylor will be Walter S. Johnson, president; John M. Lund, vice president and general manager; Stanley M. Friden, export sales manager, and Norman S. Jones, general chairman.

Stapler Has UL Label

Bates Mfg. Co. announced that the Bates Electric Stapler has been approved by the National Board of Fire Underwriters.

Asco Drawings

Asco International Ltd. have published a 28-page booklet of drawings, "The Steelmasters," which illustrate scenes and operations in their plants and offices.

Bandes Plant Reopens

Julius Bandes & Co. new factory is in operation at 381 Fourth Ave., New York 16, following the fire which destroyed their former premises last fall. Although a large backlog of orders had accumulated, Joseph Bandes announced that prompt service can now be expected on their key items.

William D. Le Noir

William D. Le Noir, 61, Philadelphia representative of C. E. Sheppard Co., died suddenly Jan. 16. He had been with C. E. Sheppard Co. over 32 years.

William H. McNiff

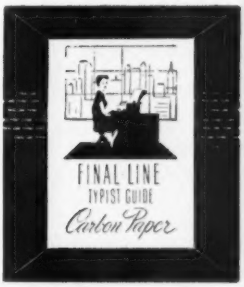
William H. McNiff, president, Mastercraft Corp., Division of Shaw-Walker, Kalamazoo, Mich., died in Muskegon on Jan. 9. For many years president of the Master-craft Corp., Mr. McNiff had long previously headed the dealer sales activities of Shaw-Walker.

"To be specific—it's terrific!"

FINAL-LINE Carbon

That's the opinion of Secretaries who find that FINAL-LINE Carbon shortens their working days—by preventing needless re-typing.

FINAL-LINE corrects the most serious fault in typewriting — typing too far down on the page. Three punch holes at the top and bottom of an uncoated extension edge tell you where to START — warn you where to STOP. This guides you in proper spacing, eliminates doing letters over.



Use the uncoated edge on either side of the page—then turn the carbon around for added wear and usefulness. Yes — FINAL-LINE is terrific. Send for sample sheets today.

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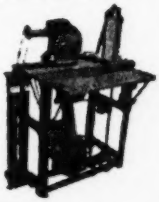

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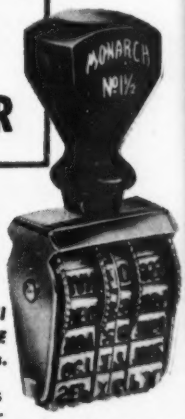

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As WE See it

Think Before You Write

LIKE everything else, the cost of writing letters is going up and is, in fact, at an all time high. This is not being written to convey to anyone just how much a letter should cost because the amount of putting a letter into the mail in one office is generally a quite different figure in another office, even though both companies may be in the same field of business. This difference is caused by many factors among which are first, salaries, and then whether dictating machines are used, the procedure of typing letters (pool or individual), etc. Someone might add the cost of the stationery but, oddly enough, the difference in cost between the cheapest paper and fine stock amounts to a very small proportion of the entire letter cost, especially when stationery is printed in large quantities. The big item is salaries and few office executives can do much about that at the present time.

Two things can be done: improve the letter-writing procedure and mechanize all possible operations. Mechanization is not difficult and the advantages of dictating and transcribing machines, electric typewriters and mailing machines are pretty much general knowledge. The other consideration is to make every letter written do the most work possible. This is entirely up to the dictator. To impel him to do a better job, it would be well for every office to have someone figure out just how much it now costs to produce a letter. Then publish this amount in a bulletin to all who write letters. Urge all to save this cost whenever possible by giving a little more thought to their dictation. Make sure they say what they mean to say. When giving information, give it clearly and completely so that the addressee doesn't have to write for additional information. When asking for information, be explicit about what is wanted, so the addressee doesn't have to write back for an explanation. The time wasted in delivery of the extra letters, especially with our present slower Post Office service, adds to the money wasted by the explanatory letters. Offices that use perfected, stock paragraphs in automatic typewriters to answer frequently repeated inquiries can effect a saving but there is always enough correspondence requiring individual answering in which gobblygook can start an exchange of unnecessary letters.

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